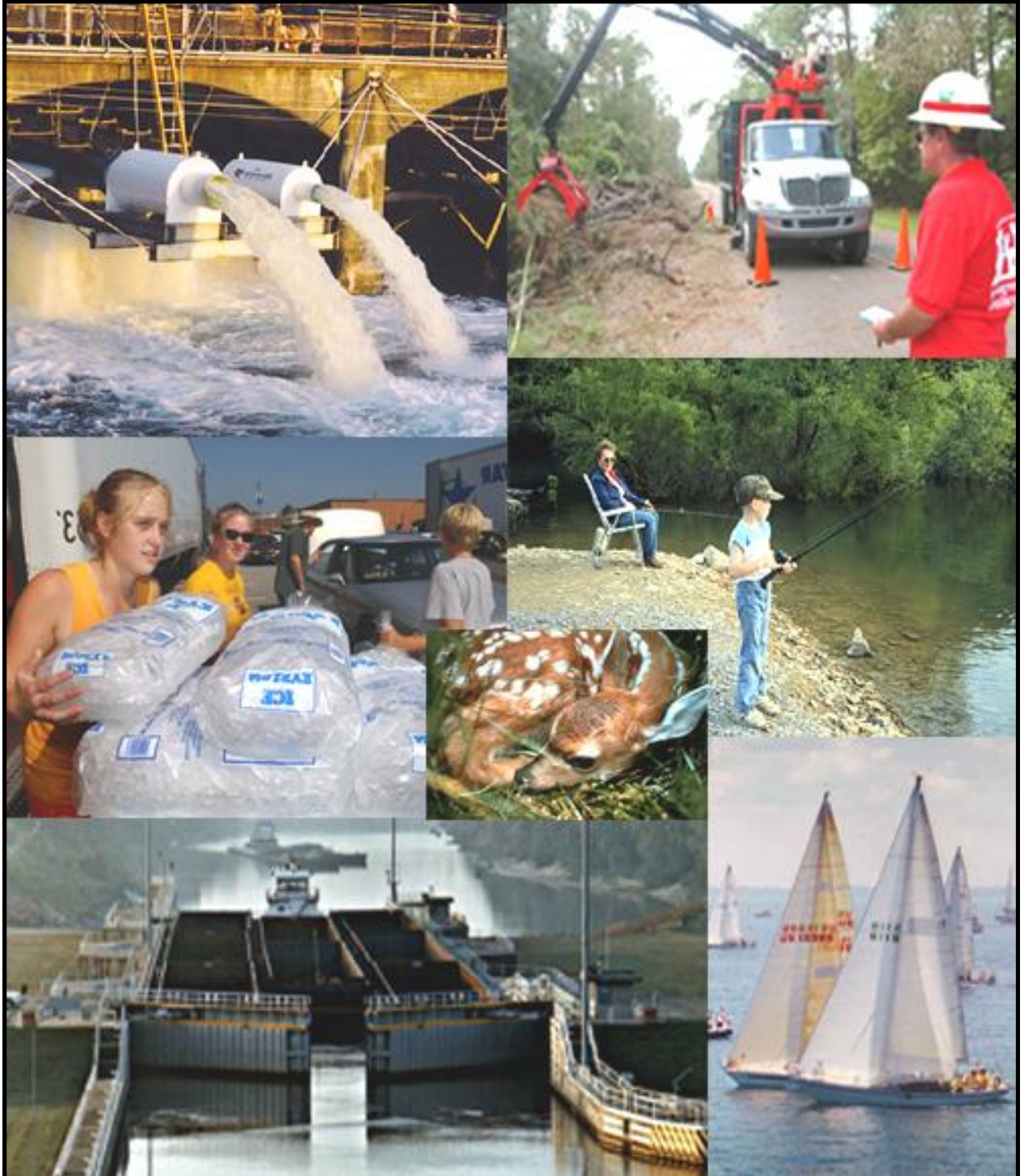




US Army Corps
of Engineers

2014 CIVIL WORKS PROGRAMS CUSTOMER SATISFACTION SURVEY



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USACE Organization Symbols¹

Division	Division Name	District	District Name
LRD	Great Lakes/Ohio River	LRB	Buffalo
		LRC	Chicago
		LRE	Detroit
		LRH	Huntington
		LRL	Louisville
		LRN	Nashville
		LRP	Pittsburgh
MVD	Mississippi Valley	MVK	Vicksburg
		MVM	Memphis
		MVN	New Orleans
		MVP	St Paul
		MVR	Rock Island
		MVS	St Louis
NAD	North Atlantic	NAB	Baltimore
		NAE	New England
		NAN	New York
		NAO	Norfolk
		NAP	Philadelphia
		NAU	Europe
NWD	North West	NWK	Kansas City
		NWO	Omaha
		NWP	Portland
		NWS	Seattle
		NWW	Walla Walla
POD	Pacific Ocean	POA	Alaska
		POF	Far East
		POH	Honolulu
		POJ	Japan
SAD	South Atlantic	SAC	Charleston
		SAJ	Jacksonville
		SAM	Mobile
		SAS	Savannah
		SAW	Wilmington
SPD	South Pacific	SPA	Albuquerque
		SPK	Sacramento
		SPL	Los Angeles
		SPN	San Francisco
SWD	South West	SWF	Fort Worth
		SWG	Galveston
		SWL	Little Rock
		SWT	Tulsa
TAD	Transatlantic	TAM	Middle East
		TAA	Transatlantic Afghanistan

¹ Organizations participating in 2014 Survey highlighted.

EXECUTIVE SUMMARY

The ninth annual Civil Works Programs Customer Satisfaction Survey has been completed. A total of 1,318 responses were received in the 2014 survey. The Corps-wide response rate was 47 percent. Just over one third of customers can be classified as 'stakeholders'.

Flood Risk Management customers comprise the largest proportion of the 2014 sample at 26 percent followed by Environmental (23%), Navigation (19%) and Emergency Management, Recreation and 'Multiple Business Lines' (7% each). The proportion of customers in the other business lines was five percent or less each. Sixteen of the 62 responses categorized as 'Other' were International and Interagency Support (IIS) Program customers and eleven had projects under the 'Planning Assistance to States' program. Eight were 'Real Estate' customers and five fell under the 'Continuing Authorities (CAP) Program.

Civil Works customers include primarily city and county governments and various governmental departments charged with the management of infrastructure relating to water resources. Navigation customers included local port authorities and waterway user groups. Customers also include state agencies charged with the management of natural resources and emergency response.

Customers are asked to rate Corps district performance in general service areas such as quality of products and services, timeliness, cost, etc. The 24 survey items are grouped into one of eight scales: 'Attitude', 'Products and Services', 'Corps Staff', 'Timely Service', 'Cost', 'Communication', 'Problem Solving' and 'Overall Satisfaction'. In addition a Composite Index score was calculated for each respondent.

All scale means this year were 'Green' (mean score ≥ 4.00). The mean Composite score was 4.35². The highest rated area was Staff services at 4.51. The highest rated items were 'Technical Competency' at 95 percent high ratings and 'Listening to My Needs' and 'Treats Me as an Important Team Member' and 'Responsiveness' at 92 percent high ratings each. The items that elicited the greatest proportion of low ratings were 'Cost of Services' and 'Timely Services' at eight percent low ratings each and 'Meets My Schedule' at seven percent low ratings. Three items are 'bottom line' indicators of customer satisfaction. They are 'Your Overall Customer Satisfaction', 'Would Recommend the Corps' and 'Would be Your Choice for Future Services'. These items received at least 83% satisfactory ratings while only four percent of customers provided low ratings. Thirteen percent were 'Neutral' on 'Would be Your Choice for Future Services'.

Customers may provide comments on each service area as well as provide general comments concerning Corps services. The survey item that received the greatest number of positive comments was 'Responsiveness' (127 customers) followed by 'Customer Focus' (93 customers).

² Survey items are rated on a 5-point Likert scale.

The two items that received the largest number of negative comments concerned cost and timeliness: 'Timely Service' (84), 'Meets My Schedule' (73 customers).

The most frequent positive general comments were 'Compliments to individuals/staff' (239 customers). A large number of positive comments concerned the relationship/partnership between the customer and district staff (105 customers). There were also a significant number of positive comments about the professionalism and personal commitment of Corps staff. The issue that received the greatest number of negative comments concerned Corps 'bureaucracy' or policy/requirements and the negative impact on project cost, timeliness, district flexibility, or overall project execution (49 customers). A total of 36 customers stated that lack of federal funding impacted their projects. Project delays were often due to lack of federal funding and Corps 'bureaucracy'.

Comparative analyses of ratings by customer classification revealed that stakeholder and traditional customers were equally well satisfied in all service areas (Staff, Timeliness & Overall Satisfaction) and the Composite Index. Furthermore, no mean scores fell below 'Green' for either subgroup.

The comparisons of ratings by business line were very definitive. Emergency Management customers were consistently the least satisfied while Navigation, Recreation and Multi-Business Line customers tended to be more satisfied. Although several significant differences in ratings were found, there were only two instances where any mean score fell below 'Green'. The first was in 'Timeliness' where the Water Quality/Supply mean rating was 'Amber'; the second in 'Cost' where the Emergency Management mean score was 'Amber'. Many subgroup mean scores are very close to 'Amber' in the areas of cost and timeliness.

Comparisons of ratings by Project Phase revealed customers whose projects were in Recon and O&M phases were significantly more satisfied. Feasibility, Construction and Multiple Phase customers were significantly less satisfied.

Analyses of trends in ratings from 2007 to 2014 showed that Ratings were found to be significantly higher in 2013 and 2014 compared to 2007 and 2008. And ratings for 2013-14 were in many instances higher than those received during the entire 2007-2010 survey periods.

Corporately Civil Works Program customers are largely satisfied with Corps' services. Costs and timeliness are the two greatest sources of Civil Works customer dissatisfaction. These issues appear to be closely tied to persistent customer dissatisfaction with Corps requirements, policies and Corps bureaucracy as well as the Federal funding process. The numbers of complaints on these issues has increased significantly since 2007. These are clearly systemic problems reaching across all districts and business lines. Measures of staff services and relationship dynamics (collaboration) received the highest ratings. This illustrates the strong relationships that exist between Corps staff and their customers as does the number of compliments paid to Corps staff.

§1. INTRODUCTION

§1.1 BACKGROUND

The original impetus for the survey was a Clinton administration Executive Order 12862 (Setting Customer Service Standards), issued on September 11, 1993. This Order required agencies that provide significant services directly to the public identify and survey their customers, establish service standards, track performance against those standards and benchmark customer service performance against the best in business.

This Executive Order was reinforced by a Presidential Memorandum for the Heads of Executive Departments and Agencies issued on March 22, 1995 (Improving Customer Service) and a further Presidential Memorandum issued on March 3, 1998 (Conducting 'Conversations with America' to Further Improve Customer Service).

The Obama administration issued an Executive Order in April 2011 (Streamlining Service Delivery and Improving Customer Service) again requiring government agencies to establishing mechanisms to solicit customer feedback on Government services and using such feedback regularly to make service improvements.

This report summarizes the results of the Corps of Engineers Civil Works Programs Directorate Customer Satisfaction Survey. HQUSACE is the coordinating office for the Corps' survey and has appointed Mobile District to perform the administration, statistical analysis and reporting of results of the survey. A memorandum from Mr. Steven Stockton, Director of Civil and Emergency Operations Directorate (CECW), was transmitted to all Major Subordinate Commands (MSCs) on 4 February 2015. The memo contained guidance for administration of the 2014 Survey within all districts having a CW mission. Districts were to complete administration of their customer survey by 16 April 2014.

Each District was required to develop their customer list as a comprehensive enumeration of all organizations served by the district during calendar year 2013. Districts are responsible for integrating the survey process into ongoing management activities involving its customers. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback. Districts were asked to publicize their results among district and MSC staff including the District benchmark report received from HQ, their analyses and summary of customer comments.

The basic definition of a Civil Works (CW) 'customer' is any organizational representative who participated in the planning or execution of a CW project within the targeted calendar year. These are external agents with whom Corps staff has had significant interaction who can potentially impact or influence the successful execution of a Corps CW project. This includes 'traditional customers' i.e., representatives of agencies that are direct recipients of Corps services who directly or indirectly provide a source of income for the District. In addition to

traditional customers as defined below, the CECW Survey population was expanded in 2010 to include stakeholder agencies. The purpose for this modification is to address one of our 2010 Campaign Plan Objectives (2b) to improve collaboration among project participants. Stakeholder agencies are not direct recipients of Corps services but participate in the project execution process. Their staff interacts with Corps staff and participates in a significant degree in project planning, oversight and/or execution.

Traditional customers may include the following:

- a. All cost share sponsors & International or Inter-Agency Support (IIS) customers not included in Corps of Engineers Military Programs (CEMP) Survey, even in cases where the local cost-share is supported by in-kind services.
- b. Likely Sponsors for CW Reconnaissance for whom a reconnaissance study has been or is being undertaken. (Even though these sponsors may not provide actual funding, they are recipients of Corps' services.)
- c. Sponsors for construction that received no Federal funding last year (the project is in the middle of construction).
- d. Miscellaneous General Investigations (GI) partners, Planning Assistance to States (PAS) and Floodplain Management Services (FPMS) partners, tribes.
- e. Likely Sponsors for not-yet-Appropriated Reconnaissance (i.e., project is authorized and we have 'sufficient interaction' with said customer).

Stakeholders to be included on the customer list may include:

- a. State or local environmental and natural resource management agencies (e.g. state departments of natural resources, local water use agencies, Nature Conservancy, etc.)
- b. Federal regulatory agencies (e.g. USFWS, EPA)
- c. Navigation interests (e.g. user boards, port authorities)
- d. Local associations (e.g. Property owners associations, chambers of commerce etc).

The following should generally be excluded from the survey:

- a. Regulatory customers, i.e., Section 404 permit requestors (UNLESS they are a funding sponsor for a Federal participation project).
- b. Firms with recreation contracts on Corps project sites/dams
- c. Recreation visitation customers.
- d. Congressional interests.
- e. USACE staff.

§1.2. SURVEY METHODOLOGY

Each District and MSC appointed an individual Customer Survey Manager (CSM) to act as primary point of contact to CECW for the execution of the survey. Each CSM is responsible for overseeing the administration of the survey within their organization. District CSMs are charged with monitoring the feedback provided by their customers to ensure reliability of the CECW database and to respond to any urgent issues surfaced by their customers. Districts were instructed to send each customer an e-mail invitation from their District commander containing a URL link to the survey and instructions on completing the survey. In order to ensure a high response rate and minimize sampling error the CSMs were instructed to send a series of two reminder messages to all non-respondents. Furthermore each PM is asked to personally contact their customers to emphasize the importance of the survey and to encourage their participation.

The 2014 survey instrument consists of two sections. Section one solicits customer demographic information (customer name, organization, project name and district evaluated). Section two contains 24 satisfaction questions in a structured response format in which customer satisfaction is measured on a 5-point Likert scale as follows: 'Very Dissatisfied' (1), 'Dissatisfied' (2), 'Neutral' (3), 'Satisfied' (4) and 'Very Satisfied' (5). A text field solicits customer comments in each service area. Items are grouped within eight categories of services or scales. The scales include 'Attitude', 'Products and Services', 'Corps Staff', 'Timely Service', 'Cost and Affordability', 'Communication', 'Problem Solving' and 'Overall Satisfaction'. The survey also solicits general customer comments. A copy of the survey instrument may be viewed in Appendix A or by 'CTRL-clicking' on the following link:
<http://ww3.sam.usace.army.mil/surveys/civilworks/survfrm.asp>.

§2. RESULTS OF 2014 SURVEY

§2.1 CUSTOMER DEMOGRAPHICS

The USACE Civil Works Program customer base included 2,760 customers; an eight percent decrease compared to last year. There was notable variability among district population sizes. Population sizes ranged from as few as N=17 for Honolulu District to a high of N=193 for Walla Walla District.

A total of 1,303 unique customers participated in the 2014 survey. Many customers have multiple projects within a district. A few of these elected to submit more than one survey response to evaluate projects separately. Hence, the database used in these analyses contains 1,318 records.

The number of unique customer responses was used to calculate response rates. The Corps-wide response rate was 47 percent for an estimated sampling error of 1.6 percent. Response rates varied among districts, ranging from 15 percent for Philadelphia District to as high as 100 percent for Kansas City District. The average response rate was 51 percent for larger (Tier I) districts and 46 percent for smaller (Tier II) districts. Classification of districts as Tier I or II is based on actual FY14 district program size (\$). Tier I districts had a program size of at least \$100 million while Tier II districts had program sizes less than \$100 million in FY14.

The importance of obtaining an unbiased representative sample cannot be overstated. In order to increase the reliability of the data collected and corresponding confidence in the conclusions drawn, it is critical for districts to survey their comprehensive CW customer population and to strive for as high a response rate as possible. The sampling error associated with a small sample taken from a small population can be surprisingly high, calling into question conclusions drawn from that data. At the corporate level we can have a great deal of confidence in our conclusions since our sampling error is very low. When the database is disaggregated into districts it is important to be cognizant of whether the district successfully obtained a representative sample of their customer base as indicated by their district sampling error. For example Memphis District's population size was 96. Their response rate of 33 percent resulted in a sampling error of 11 percent. Clearly conclusions must be drawn more cautiously than if they had had a higher response rate.

The survey included all Civil Works Districts. These districts work within the eight CONUS Corps Divisions. The districts within TransAtlantic Division as well as Europe, Far East and Japan Districts did not participate as they do not have a Civil Works mission. The greatest proportion of responses was received from customers served by the Mississippi Valley Divisions (MVD) at 30 percent followed by Northwest Division (NWD) at 19 percent and Great Lakes-Ohio River (LRD) at 17 percent. New Orleans District had the highest number of responses among districts at ten percent of the Corps-wide sample followed by St. Louis at seven percent.

USACE Civil Works Divisions 2014

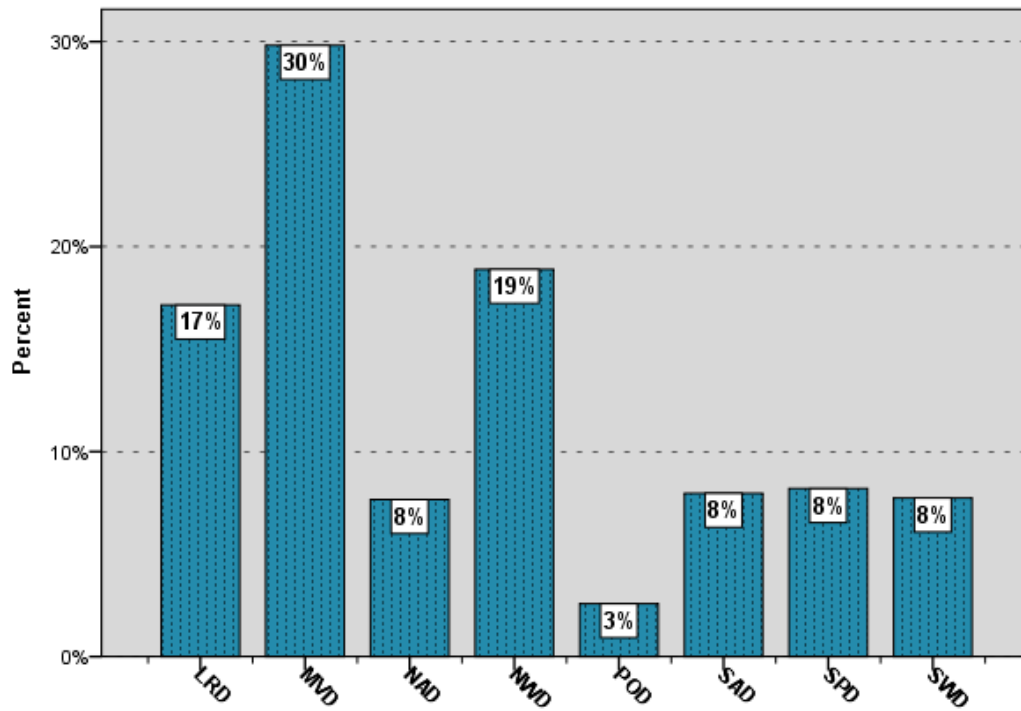


Figure 1: Corps Divisions

Table 1: Corps Divisions

Division	Count	Percent
Great Lakes / Ohio River (LRD)	226	17.1
Mississippi Valley (MVD)	393	29.8
North Atlantic (NAD)	101	7.7
North West (NWD)	249	18.9
Pacific Ocean (POD)	34	2.6
South Atlantic (SAD)	105	8.0
South Pacific (SPD)	108	8.2
South West (SWD)	102	7.7
Total	1318	100.0

Table 2: Corps Districts

<u>District</u>	<u>Count</u>	<u>Percent</u>		<u>District</u>	<u>Count</u>	<u>Percent</u>
Buffalo	54	4.1		Portland	34	2.6
Chicago	25	1.9		Seattle	47	3.6
Detroit	57	4.3		Walla Walla	79	6.0
Huntington	28	2.1		Alaska	21	1.6
Louisville	13	1.0		Honolulu	13	1.0
Nashville	27	2.0		Charleston	19	1.4
Pittsburgh	22	1.7		Jacksonville	16	1.2
Vicksburg	59	4.5		Mobile	33	2.5
Memphis	33	2.5		Savannah	30	2.3
New Orleans	128	9.7		Wilmington	7	0.5
St Paul	37	2.8		Albuquerque	6	0.5
Rock Island	39	3.0		Sacramento	30	2.3
St Louis	97	7.4		Los Angeles	54	4.1
Baltimore	23	1.7		San Francisco	18	1.4
New England	18	1.4		Fort Worth	36	2.7
New York	24	1.8		Galveston	34	2.6
Norfolk	21	1.6		Little Rock	18	1.4
Philadelphia	15	1.1		Tulsa	14	1.1
Kansas City	39	3.0		Total	1318	100.0
Omaha	50	3.8				

An important consideration every year is whether each district included their entire customer base in the survey. If their list of invitees was not complete, then the data obtained cannot be used to characterize the level of satisfaction of their entire customer population. This was particularly well illustrated with respect to the inclusion of stakeholders for the first time in the 2010 survey. Many districts did not include all stakeholders with whom they worked in 2010. The level of compliance with this requirement has since greatly improved. Again this year all MSC's appear to have been very thorough in identifying their stakeholder population with the possible exception of SPD. Stakeholders generally comprise just over one third of the Civil Works customer base. The following table displays the classification of respondents as traditional customers versus stakeholders by MSC.

Table 3: Respondent Classification

	<u>Customer</u>		<u>Stakeholder</u>		<u>Total</u>	
<u>MSC</u>	<u>Count</u>	<u>Percent</u>	<u>Count</u>	<u>Percent</u>	<u>Count</u>	<u>Percent</u>
MVD	251	63.9	142	36.1	393	100.0
NAD	70	69.3	31	30.7	101	100.0
NWD	148	59.4	101	40.6	249	100.0
POD	29	85.3	5	14.7	34	100.0
SAD	65	61.9	40	38.1	105	100.0
SPD	93	86.1	15	13.9	108	100.0
SWD	73	71.6	29	28.4	102	100.0
Total	856	64.9	462	35.1	1318	100.0

USACE Civil Works customers are categorized by their **primary** category of service aligned to the Civil Works Program business lines. Civil Works business lines include: Emergency Management, Environmental, Flood Risk Management, Hydropower, Navigation, Recreation, Regulatory and Water Quality/Supply. A significant number of customers had multiple projects underway at their district and could not be classified under a single business line. An additional category was created to accommodate the 'Multiple Business Line' customers.

Flood Risk Management customers comprise the largest proportion of the 2014 sample at 26 percent followed by Environmental (23%), Navigation (19%) and Emergency Management, Recreation and 'Multiple Business Lines' (7% each). The proportion of customers in the other business lines was five percent or less each. Sixteen of the 62 responses categorized as 'Other' were International and Interagency Support (IIS) Program customers and eleven had projects under the 'Planning Assistance to States' program. Eight were 'Real Estate' customers and five fell under the 'Continuing Authorities (CAP) Program. Specific project types for these customers are displayed in Table 5. The 'Other' slice of the following pie chart shows 'Regulatory', 'Hydropower' and 'Other' combined into one category.

CECW Customers by Business Line 2014

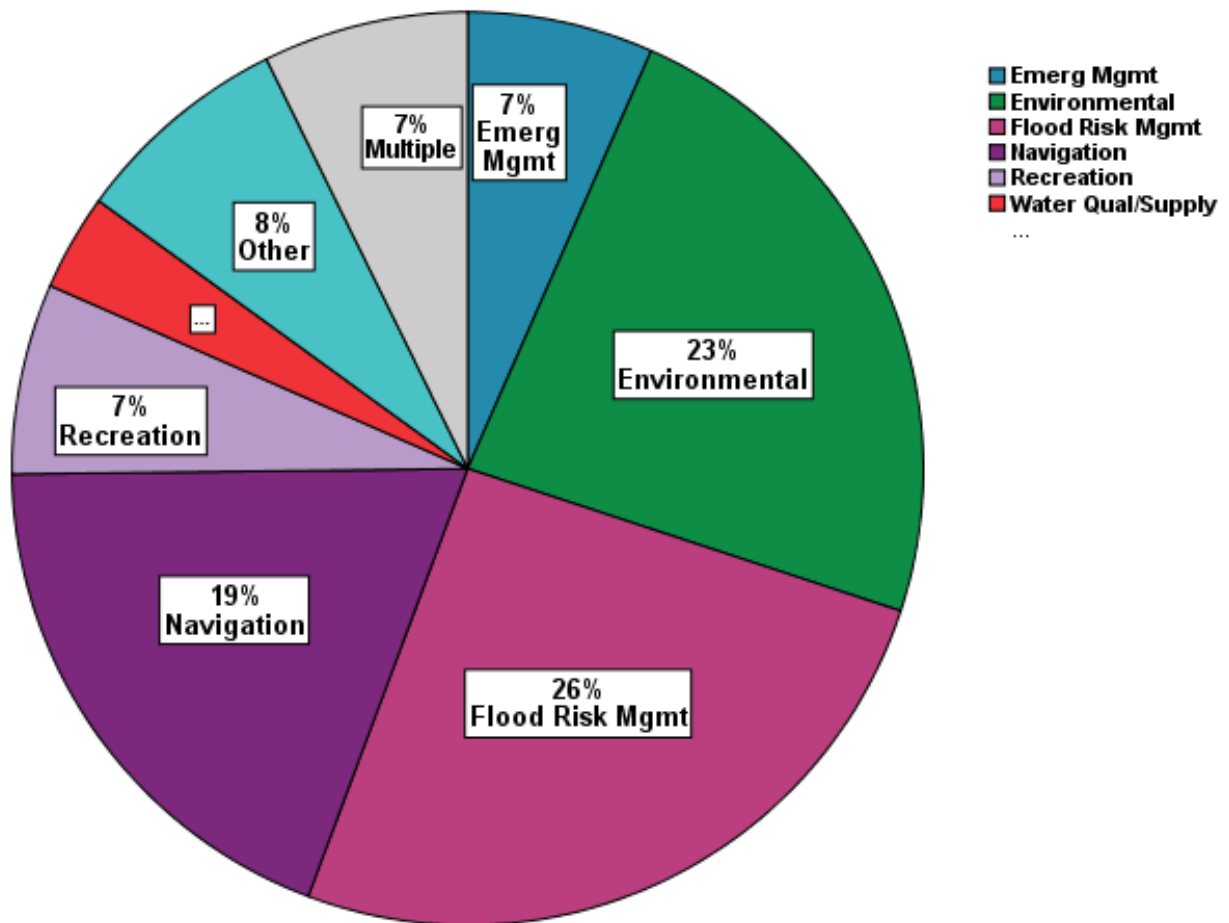


Figure 2: Primary Business Line

Table 4: Primary Business Lines

<u>Business Line</u>	<u>Count</u>	<u>Percent</u>
Emergency Mgmt	87	6.6
Environmental	309	23.4
Flood Control	338	25.6
Hydropower	22	1.7
Navigation	252	19.1
Recreation	89	6.8
Regulatory	18	1.4
Water Quality/Supply	45	3.4
Other	62	4.7
Multiple	96	7.3
Total	1318	100.0

Table 5: 'Other' Business Lines

<u>Business Line - Other</u>	<u>Count</u>	<u>Percent</u>
Agriculture	1	1.6
CAP	5	8.1
Environmental/Regulatory	2	3.2
Everglades Restoration	1	1.6
Grant	1	1.6
IIS	10	16.1
IIS, Transportation	1	1.6
IIS, Environmental	5	8.1
Irrigation	1	1.6
PAS	11	17.7
Real Estate	8	12.9
Road Repair	1	1.6
Sec 111 CAP/Regulatory	1	1.6
Section 202	1	1.6
Section 594	1	1.6
Silver Jackets	3	4.8
Technical Services (Sec 22)	1	1.6
Technical Svcs (MS4 outfall survey)	1	1.6
Transfer Recipient	1	1.6
Transportation	2	3.2
Watershed Study	4	6.5
Total	62	100

Project Managers were asked to identify the phase of their projects. The largest proportion of Corps Civil Works projects were in O&M phase (29%), followed by Construction (19%), and Feasibility (15%). Six percent was in Planning, Engineering & Design (PE&D) and only two percent in the Reconnaissance phase. The remainder were either ‘multiple project customers’ or their project did not conform to standard Corps Civil Works project phases.

Table 6: Project Phases

<u>Project Phase</u>	<u>Count</u>	<u>Percent</u>
Recon	29	2.2
Feasibility	196	14.9
PE&D	82	6.2
Construction	252	19.1
O&M	384	29.1
Multiple	160	12.1
Other/NA	215	16.3
Total	1318	100.0

Civil Works customers are comprised of a wide variety of state and local agencies. The vast majority are City and county governments and various governmental departments charged with the management of infrastructure relating to water resources. For example, there were numerous departments of public works, water management districts, water and sewer authorities and departments of parks and recreation. Navigation customers included local port authorities and waterway user groups. There were also a number of state agencies charged with the management of natural resources and emergency response. Several districts included Interagency International Support customers (IIS) such as Coast Guard and other federal agencies. A complete listing of specific customer organizations for each district is provided as Appendix C.

§2.2 SURVEY ITEMS AND SCALES

The Corp Civil Works Program encompasses numerous types of projects. Civil Works projects include construction as well as O&M services. Environmental projects may range from habitat restoration to storm-water infrastructure improvement. Other Civil Works projects include municipal or regional water supply, hydropower, flood control and emergency management services.

Because of this wide range of services it is not possible to assess specific services in a comprehensive survey such as this. Instead customers are asked to rate Corps district performance in general service areas such as quality of products and services, timeliness, cost, communications, staff performance and problem solving. A number of these items assess the quality of collaboration between the customers and Corps staff.

There are 24 questionnaire items which measure general areas of customer satisfaction. Items are rated on a scale from 1-5³. The items are grouped into eight scales: 'Attitude', 'Products and Services', 'Corps Staff', 'Timely Service', 'Cost and Affordability', 'Communication', 'Problem Solving' and 'Overall Satisfaction'. The 'Problem Solving' scale was newly added to the 2007 survey. In addition a Composite Index score was calculated for each respondent. This value is a simple unweighted average of the 24 satisfaction indicators.

All data summary tables in this report show the number of valid responses for each survey item i.e., the percentage of responses of all participants who answered the question. Since customers can elect to skip survey items or select 'NA', the totals for each item summary may not be the same as the total number of survey participants.

The per-item response rate was very high, i.e., few customers left items blank. In fact, all but three items received ratings from at least 89 percent of the sample of 1,318 respondents. The exceptions to this were in the area of cost/financial services where 26-27% of customers did not provide ratings. All item and scale means can be evaluated based on the classification scheme:

Mean \geq 4.00: Green

3.00 \leq Mean \leq 3.99: Amber

Mean < 3.00: Red

All scale means this year were 'Green'. The mean Composite score was high at 4.35. The highest rated service area was Staff services at 4.51. The following table depicts mean scores for each customer satisfaction scale. Mean scores for individual items can be found in Appendix B Table B-1.

³ Items rated on a 5-point Likert scale where 1=Low and 5=High.

Table 7: Survey Scales

<u>Survey Scales</u>	<u>USACE Avg</u>
Attitude	4.41
Services	4.35
Staff	4.51
Timeliness	4.14
Cost	4.12
Communication	4.40
Problem Resolution	4.29
Overall	4.36
Composite Index	4.35

For purposes of the following discussion, response categories '1' ('Very Dissatisfied') and '2' ('Dissatisfied') will be collapsed together and referred to as the 'Low' category representing negative responses. Similarly, categories '4' ('Satisfied') and '5' ('Very Satisfied') will be collapsed and designated the 'High' category, representing positive responses. A score of '3' labeled 'Neutral' in the survey may be interpreted as mid-range or noncommittal. Table 8 displays the distribution of responses for each individual survey item. The first column beneath each response category represents the frequency or number of responses and the second column shows the percentage of valid responses⁴. Detailed responses to these indicators (before collapsing categories) are displayed in Table B-1 of Appendix B so extreme responses can be identified ('Very Low' or 'Very High').

The majority of responses (72 percent or more) were positive for all survey questions. The services that received the highest proportion of positive ratings in this year's survey were

Three of the items in the survey serve as 'bottom line' indicators of customer satisfaction. They are Items S22: 'Your Overall Level of Customer Satisfaction', S23: 'I Would Recommend the Corps' and S24: 'Would be Your Choice for Future Services'. These items received at least 83 percent satisfactory ratings while only four percent of customers provided low ratings. Notably, 13 percent of customers fell in the 'Neutral' category for S24: 'Would Choose the Corps for Future Work'. These noncommittal customers represent a critical subgroup of customers that warrant attention. Customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them. These bottom line indicators are relatively unchanged compared to last year.

⁴ If customers select NA or fail to rate an item, the number of valid responses will be less than the total number of respondents (1,318).

Table 8: Item Ratings

<u>Survey Items</u>		<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Total</u>	
Attitude		#	%	#	%	#	%	#	%
S1	Customer Focus	54	4.1	65	5.0	1187	90.9	1306	100.0
S2	Listening to My Needs	48	3.7	54	4.1	1201	92.2	1303	100.0
S3	Reliability	71	5.4	93	7.1	1139	87.4	1303	100.0
S4	Treats Me as Team Member	43	3.3	67	5.2	1182	91.5	1292	100.0
S5	Flexible to My Needs	76	5.9	103	8.0	1111	86.1	1290	100.0
Services									
S6	Quality Products	44	3.5	83	6.7	1116	89.8	1243	100.0
S7	Satisfying My Requirements	54	4.5	114	9.5	1033	86.0	1201	100.0
Staff									
S8	Responsiveness	44	3.4	60	4.6	1198	92.0	1302	100.0
S9	Technical Competency	16	1.2	51	3.9	1226	94.8	1293	100.0
S10	Managing Effectively	61	4.8	95	7.4	1120	87.8	1276	100.0
Timeliness									
S11	Timely Service	99	7.7	151	11.8	1035	80.5	1285	100.0
S12	Meets My Schedule	87	6.9	181	14.3	996	78.8	1264	100.0
Cost									
S13	Financial Info	36	3.7	136	14.1	790	82.1	962	100.0
S14	Cost of Services	79	8.3	188	19.6	690	72.1	957	100.0
S15	Focus on My Budget	58	5.9	153	15.6	769	78.5	980	100.0
Communication									
S16	Keeps Me Informed	49	3.8	117	9.0	1130	87.2	1296	100.0
S17	Corps' Documents	29	2.3	79	6.3	1153	91.4	1261	100.0
S18	Corps' Correspondence	30	2.3	87	6.8	1167	90.9	1284	100.0
Problem-Solving									
S19	Notifies Me of Problems	47	3.8	100	8.0	1101	88.2	1248	100.0
S20	Timeliness Addressing Problems	74	5.9	124	9.8	1062	84.3	1260	100.0
S21	Problem Resolution	73	5.8	127	10.1	1059	84.1	1259	100.0
Overall									
S22	Overall Satisfaction	54	4.2	71	5.5	1171	90.4	1296	100.0
S23	I Recommend the Corps	45	3.6	122	9.9	1069	86.5	1236	100.0
S24	My Choice for Future Work	51	4.3	148	12.6	978	83.1	1177	100.0

Green: Greatest Proportion of High Ratings

Red: Greatest Proportion of Low Ratings

§2.3 CUSTOMER COMMENTS

The survey instrument includes a blank ‘explanation’ field for each item. Customers can use this field to elaborate on their ratings. They were particularly encouraged to explain any low ratings (‘Dissatisfied’ or ‘Very Dissatisfied’). In addition customers had the opportunity to provide general comments or suggestions concerning Corps services at the end of the survey. All comments should be reviewed carefully for two reasons. First, survey participants rarely take the time to offer comments and when they do, they feel strongly about the issue they are addressing. And secondly, customers often provide very detailed and useful information on how Corps services can be improved.

A very large number of respondents submitted comments (768 of 1318 or 58%). Many customers addressed individual survey items as well as providing comments in the General Comments section at the end of the survey. Each respondent’s entire set of comments was evaluated for its overall tenor. Of the 768 customers who provided comments 67 percent (513) provided overall favorable comments, 123 (16%) made negative comments and 89 (12%) customers’ comments contained mixed information (positive and negative statements). A small number of customer comments (43 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details).

The survey item that received the greatest number of positive comments was ‘Responsiveness’ (127 customers) followed by ‘Customer Focus’ (93 customers). The two items that received the largest number of negative comments concerned cost and timeliness: ‘Timely Service’ (84), ‘Meets My Schedule’ (73 customers). A similar pattern is seen in the ‘General Comments’ submitted by customers.

The most frequent positive general comments were ‘Compliments to individuals/staff’ (239 customers). A large number of positive comments concerned the relationship/partnership between the customer and district staff (105 customers). There were also a significant number of positive comments about the professionalism and personal commitment of Corps staff.

The issue that received the greatest number of negative comments concerned Corps ‘bureaucracy’ or policy/requirements and the negative impact on project cost, timeliness, district flexibility, or overall project execution (49 customers). A total of 36 customers stated that lack of federal funding impacted their projects. Project delays were often due to lack of federal funding and Corps ‘bureaucracy’. These were the most common issues last year as well. A total of twelve customers expressed concern over ‘staff continuity or turnover’ and likely related effects on communication. This issue was first raised in 2010 and continues to be of concern to Civil Works customers through the current survey period. A summary of all comments is shown below. Note that the total number of comments exceeds 768 as most customers mentioned several issues.

Table 9: Item Comments

<u>Survey Item</u>		<u>Positive</u>	<u>Negative</u>	<u>Total</u>
S1	Customer Focus	93	33	126
S2	Listening to My Needs	87	30	117
S3	Reliability	66	51	117
S4	Treats Me as Team Member	68	30	98
S5	Flexible to My Needs	67	50	117
S6	Quality Products	72	32	104
S7	Satisfying My Requirements	52	44	96
S8	Responsiveness	127	33	160
S9	Technical Competency	72	14	86
S10	Managing Effectively	71	43	114
S11	Timely Service	65	84	149
S12	Meets My Schedule	62	73	135
S13	Financial Info	32	29	61
S14	Cost of Services	24	54	78
S15	Focus on My Budget	32	39	71
S16	Keeps Me Informed	77	31	108
S17	Corps' Documents	33	8	41
S18	Corps' Correspondence	39	14	53
S19	Notifies Me of Problems	42	14	56
S20	Timeliness Addressing Problems	35	30	65
S21	Problem Resolution	47	33	80
S22	Overall Satisfaction	89	21	110
S23	I Recommend the Corps	40	24	64
S24	My Choice for Future Work	48	31	79

Table 10: Additional Comments

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>
Staff	239	1
Relationship / Partnership	105	7
Professionalism	54	0
Communications	29	16
Field Office Support	15	0
Navigation Services	13	9
Dredging Services	11	4
Emergency Management	11	1
Improvement in Services	11	1
FRM Services	11	0
Silver Jackets	10	0
Regulatory Services/ Permits	8	16
Dredge Material Disposal Process / Sites	8	7
Planning Services	8	3
Collaboration	8	2
Recreation Facilities	6	0
Inter-Agency Coordination (Project partners)	5	2
Levee Inspection	5	1
Proactive	4	7
Operations Services	4	3
Status Reports	3	3
Water Supply Projects	3	2
Construction Services	3	1
Environmental Services	3	1
PDT Meetings / Teleconferences	3	0
Staff Continuity / Turnover	2	12
Ecosystem Restoration	2	3
Civil Works Transformation/Smart Planning	2	2
Cultural resources	2	2
Salmon Recovery Activities	2	2
Bridge Project	2	1
Beach Nourishment Services	2	1
District Support	2	1
Feasibility Study Process	2	1
Community Satisfaction	2	0
H&H	2	0
Hydropower	2	0

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>
Reservoir / Water Level Mgmt	2	0
Shore protection	2	0
Sr Mgmt Support	2	0
HQ Support	1	8
Real Estate Services	1	8
Project Closeout / Punch-list Items	1	2
CECW Customer Survey	1	1
Technical Knowledge	1	1
Cost Estimating	1	0
Flood fight	1	0
PAS Program	1	0
Section 106 Program	1	0
Site Inspection	1	0
Waste Water Needs	1	0
COE Bureaucracy - Impact on Project	0	49
Federal Funding / Process	0	36
Review Process	0	10
Workload Management	0	8
Corps Policy / Requirements	0	6
Project Progress	0	6
408 Process	0	5
A/E (Contractor) Services	0	4
Contracting Process (esp Bidding)	0	4
Accountability	0	3
Cost sharing issues	0	3
Financial actions (Invoicing, reimbursement)	0	3
LERRD's	0	3
OH Charges	0	3
Acronyms / Corps-speak	0	2
INTRA-Agency Coordination (w/in district)	0	2
Levee maintenance	0	2
PPA Model	0	2
CAP Program	0	1
Congressional support	0	1
Corps Process	0	1
DrChecks	0	1
FPMS	0	1
Legal Services	0	1
Mitigation Costs	0	1

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>
Section 214	0	1
Section 206 Program	0	1
Section 592 Program	0	1
Section 219 Program	0	1
Small Project Work	0	1
Water Mgmt	0	1

§3.0 Comparisons of Ratings by Customer Subgroups

Consistency in delivery of services is an important strategic goal. To assess the extent to which we accomplish this goal we should determine whether we provide quality services across various customer subgroups. These subgroup breakdowns include respondent classification (customer vs stakeholder), business lines and project phases. Comparative analyses were conducted to detect whether there were any specific customer subgroups that might be more or less satisfied than others so that management may directly target the source of good or poor performance. These analyses can reveal any hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings.

§3.1 Ratings by Respondent Classification

The first analysis compares customer satisfaction ratings by respondent classification. Many district staff expressed that they expected to receive lower ratings from stakeholders than customers. This expectation was again not supported by the data. Ratings for all items, scales and the Composite Index were examined. Fewer differences in rating were found in 2014 compared to 2012-13. In fact, there were no statistically significant differences in ratings for any of the eight satisfaction scales or the Composite Index. Furthermore, no mean scores fell below 'Green' for either subgroup.

Similarly unlike 2013 the comparison of item ratings revealed no statistically significant differences in ratings for any services area. And mean subgroup scores were green for all survey items except one. 'Cost of Services' was 'Amber' for both respondent classes. Detailed tables presenting mean ratings and sample sizes by Respondent class is located in Appendix B, Table B-2.

Table 11: Ratings by Respondent Classification

Scale	Statistically Significant Differences
Attitude	None
Services	None
Staff	None
Timeliness	None
Cost	None
Communication	None
Problem Solving	None
Overall	None
Composite Index	None

Ratings by Respondent Class 2014

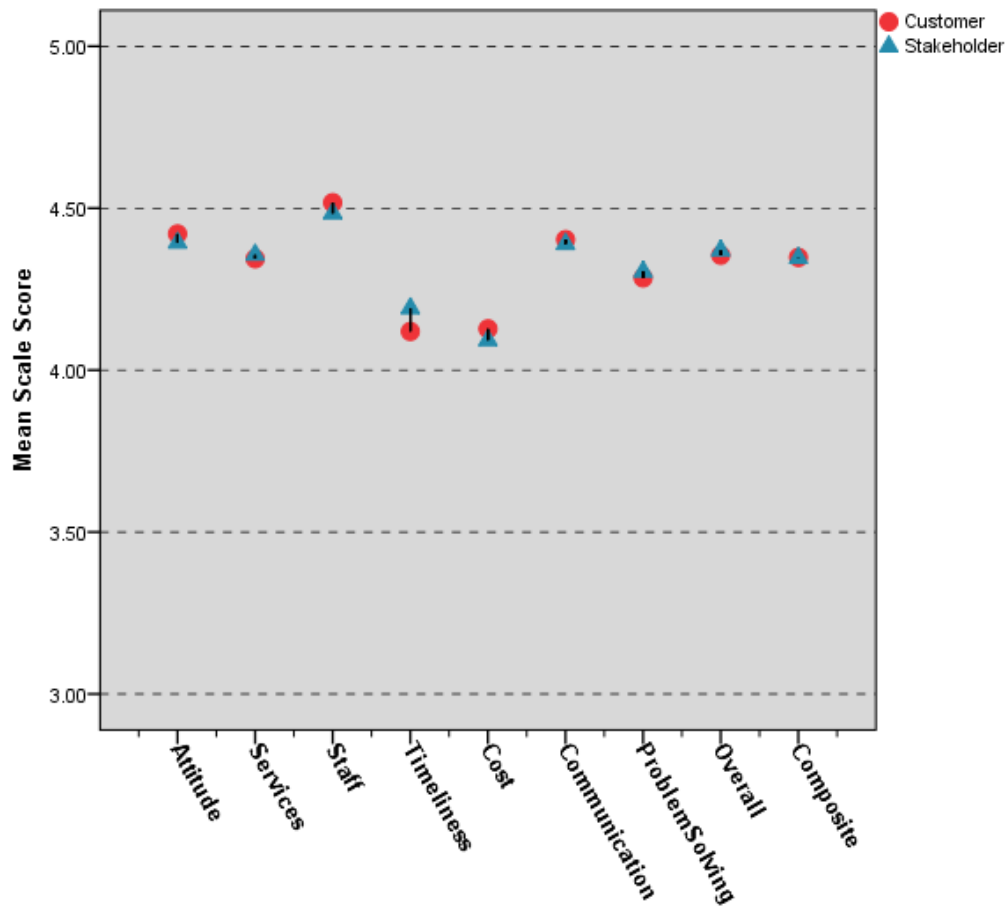


Figure 3: Ratings by Respondent Classification

§3.2 Ratings by Business Line

The second analysis compares customer satisfaction ratings by Civil Works business lines. Originally there were eight business line categories plus an 'Other' and a 'Multiple' category. Since some business line categories contain relatively few customers it was necessary to combine categories to perform statistical comparisons. Hydropower, Regulatory and 'Other' were combined into one category designated 'Other'. Hence, the categories for comparative analyses are: Environmental (Env), Flood Risk Management (FRM), Navigation (Nav), Recreation (Rec), Water Quality/Supply (WQual), Multiple Business Lines (Mult) and 'Other'. Recall customers who selected 'Other' specified projects under the Planning Assistance to States program, IIS support or received atypical or specialized services.

Ratings for all scales and the Composite Index were examined. Statistically significant differences⁵ in ratings were found for four of the eight satisfaction scales. They included 'Services', 'Staff', 'Cost' and 'Composite Index'. The pattern of the comparisons this year was definitive. Emergency Management customers were consistently the least satisfied while Navigation, Recreation and Multi-Business Line customers tended to be more satisfied. With respect to 'Products and Services', Environmental, Flood Risk Management, Navigation, Recreation and Multi-Business Line customers were significantly more satisfied than Emergency Management customers. Regarding 'Staff Competency', Flood Risk Management, Navigation, Recreation and Multi-Business Line customers were significantly more satisfied than Emergency Management customers. As far as 'Cost', customers in every business line except Water Quality/Supply were more satisfied than Emergency Management customers. 'Other' customers' ratings of 'Cost' exceeded Environmental as well. Finally, the analysis of the Composite Index revealed that 'Navigation', 'Recreation' and 'Multi-Business Line' were more satisfied than Emergency Management customers.

The implications of these results regarding Emergency Management and 'Multiple Project' customers are important. On the positive side 'Multiple business line' customers are typically key customers who have significant financial impact and long standing relationships with the district. Hence it is a positive outcome that these customers are among the most satisfied. On the other hand, the fact that Emergency Management customers are less satisfied may be of concern as their projects tend to be high profile and may affect public perceptions about the Corps.

It is important to note that, although a number of significant differences in ratings were found, there were only two instances where any mean score fell below 'Green'. The first was in 'Timeliness' where the Water Quality/Supply mean rating was 'Amber'; the second in 'Cost' where the Emergency Management mean score was 'Amber'. A detailed table presenting mean ratings and sample sizes by business line is located in Appendix Table B-3. An examination of this table demonstrates that there are many subgroup scores that are very close to 'Amber' in the areas of cost and timeliness.

⁵ . Differences in ratings among customer groups were large enough to be statistically significant at $\alpha = .05$.

Table 12: Ratings by Business Line

Scale	Statistically Significant Differences
Services	Env, FRM, Nav, Rec & Multi > EM
Staff	FRM, Nav, Rec & Multi > EM
Cost	Env, FRM, Nav, Rec, Other & Multi > EM
Composite	Nav, Rec & Multi > EM

Ratings by Business Line 2014

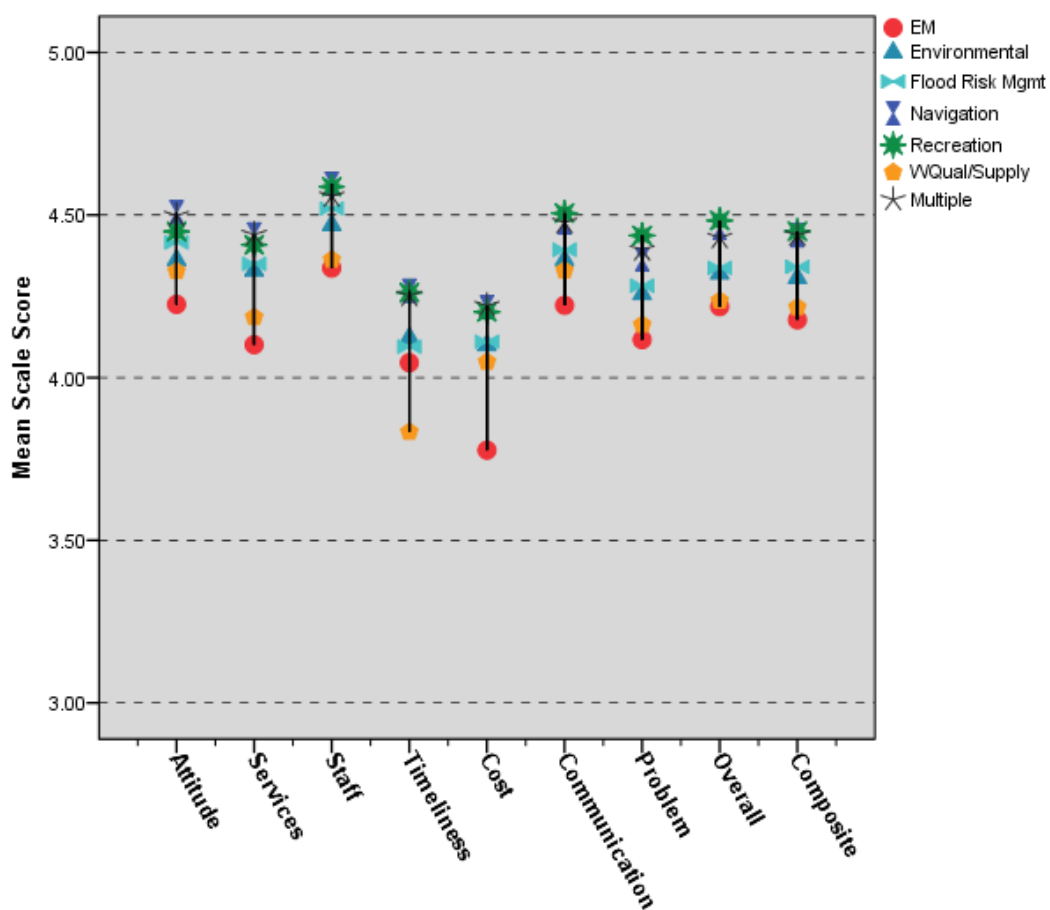


Figure 4: Ratings by Business Line

§3.3 Ratings by Project Phase

Comparisons of mean scale scores by project phase were performed to assess the impact of customers' project phase on ratings. Project phases included Reconnaissance, Feasibility, Planning Engineering and Design (PE&D), Construction, Operations and Maintenance (O&M) and 'Multiple Phases'. Unlike previous years, statistically significant differences in ratings were found for only three scales. Customers whose projects were in Recon and O&M phases were significantly more satisfied. Feasibility, Construction and Multiple Phase customers were significantly less satisfied. Recon and O&M customers are consistently the most satisfied while Feasibility and Construction customers consistently the least satisfied year to year.

There was only one instance where a subgroup mean fell below 'Green'. Multiple-phase customers mean score was Amber for Timeliness. Additionally 'Construction' customers' score was very close to Amber for 'Timeliness'. Subgroup mean scores were close to Amber in the 'Cost' area for all phases except Recon and O&M as well. Table B-4 in Appendix B displays mean subgroup scores and sample sizes by project phase.

Table 13: Ratings by Project Phase

<u>Scale</u>	<u>Statistically Significant Differences</u>
Timeliness	Recon > Feas, Constr & Multi
	O&M > Constr & Multi
Overall	Recon > Feas, Constr & Multi
	O&M > Feas, Constr & Multi
Composite	Recon > Constr & Multi
	Recon & O&M > Constr & Multi

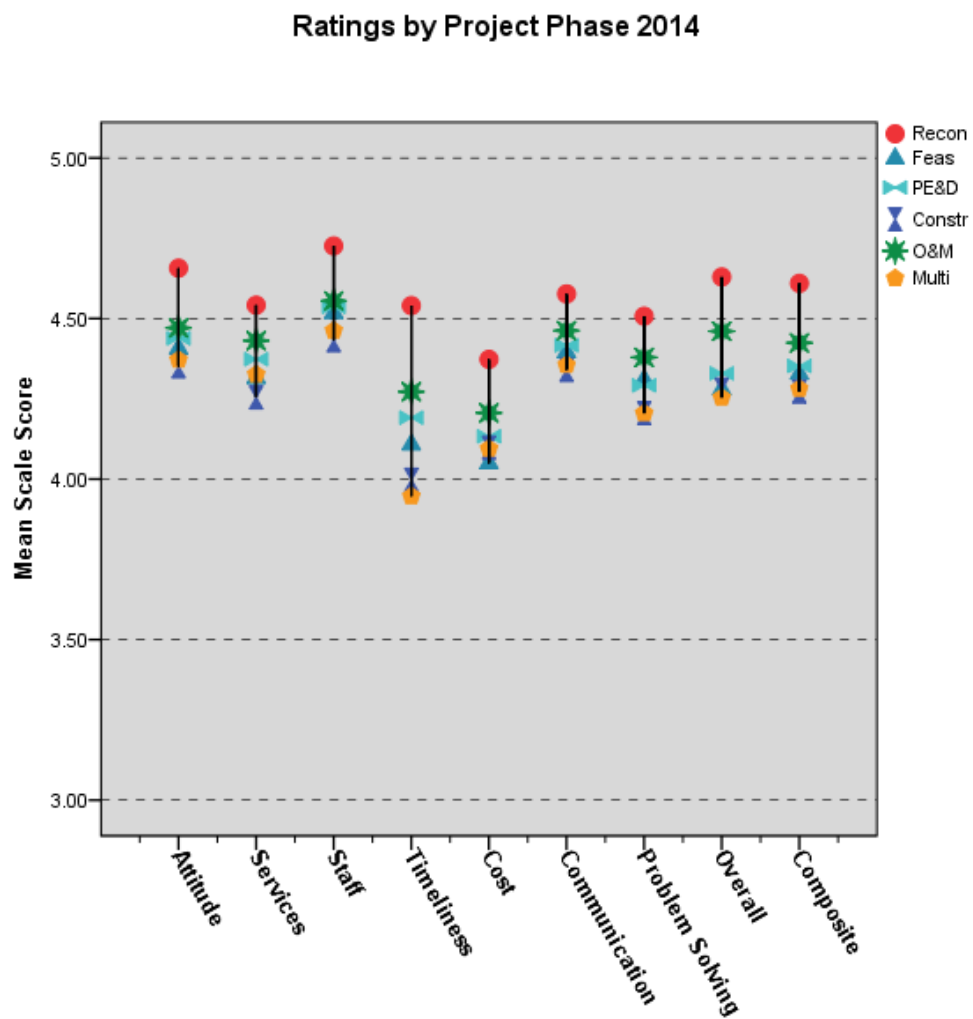


Figure 5: Ratings by Project Phase

§3.4 Comparisons of Ratings by Year

The CECW Survey has been conducted since 2006. The current form of the survey has been in use since 2007. Tables 14 and 15 display the distribution of responses by business line and MSC for each year since 2007. The distribution of responses by district is shown in Appendix B, Table B-5.

Table 14: Customers by Business Line and Year

	<u>2007</u>		<u>2008</u>		<u>2009</u>		<u>2010</u>		<u>2011</u>		<u>2012</u>		<u>2013</u>		<u>2014</u>	
<u>Business Line</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
EM	17	1.6	35	2.4	56	3.5	99	4.9	142	7.7	76	4.4	116	7.8	87	6.6
Env	303	28.6	338	23.3	477	29.6	600	29.5	502	27.4	464	26.7	344	23.0	309	23.4
FRM	328	31.0	498	34.3	445	27.6	524	25.7	468	25.5	433	24.9	411	27.5	338	25.6
Hydro	16	1.5	19	1.3	13	0.8	23	1.1	22	1.2	26	1.5	23	1.5	22	1.7
Nav	189	17.9	263	18.1	298	18.5	343	16.9	293	16.0	319	18.3	259	17.3	252	19.1
Re	22	2.1	21	1.4	57	3.5	104	5.1	92	5.0	93	5.3	104	7.0	89	6.8
Reg	10	0.9	7	0.5	3	0.2	9	0.4	10	0.5	11	0.6	12	0.8	18	1.4
WaterQual	87	8.2	159	10.9	120	7.4	112	5.5	110	6.0	114	6.5	66	4.4	45	3.4
Other	86	8.1	64	4.4	58	3.6	122	6.0	101	5.5	115	6.6	80	5.3	62	4.7
Multiple	0	0.0	49	3.4	84	5.2	99	4.9	95	5.2	90	5.2	81	5.4	96	7.3
Total	1058	100.0	1453	100.0	1611	100.0	2035	100.0	1835	100.0	1741	100.0	1496	100.0	1318	100.0

Table 15: Customers by MSC and Year

	<u>2007</u>		<u>2008</u>		<u>2009</u>		<u>2010</u>		<u>2011</u>		<u>2012</u>		<u>2013</u>		<u>2014</u>	
<u>MSC</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
LRD	238	22.5	225	15.4	301	18.6	318	15.5	264	14.4	297	17.1	228	15.2	226	17.1
MVD	169	15.9	448	30.7	526	32.6	821	40.1	564	30.7	491	28.2	408	27.3	393	29.8
NAD	94	8.9	127	8.7	125	7.7	117	5.7	150	8.2	128	7.4	126	8.4	101	7.7
NWD	120	11.3	129	8.8	183	11.3	320	15.6	387	21.1	367	21.1	292	19.5	249	18.9
POD	27	2.5	32	2.2	38	2.4	30	1.5	54	2.9	47	2.7	35	2.3	34	2.6
SAD	204	19.2	206	14.1	185	11.5	178	8.7	151	8.2	151	8.7	161	10.8	105	8.0
SPD	113	10.7	165	11.3	155	9.6	160	7.8	150	8.2	148	8.5	140	9.4	108	8.2
SWD	95	9.0	127	8.7	101	6.3	102	5.0	115	6.3	112	6.4	106	7.1	102	7.7
Total	1060	100.0	1459	100.0	1614	100.0	2046	100.0	1835	100.0	1741	100.0	1496	100.0	1318	100.0

This year's trend analyses assess the change in ratings from 2007 to 2014. Survey scales and individual items were examined. These analyses revealed that current ratings have improved for almost all scales and individual items since 2007. Customer ratings showed the greatest improvement in the area of Timeliness; moving from 'Amber' to 'Green'. There were statistically significant differences in mean scores for every scale except 'Attitude'. Ratings were found to be consistently significantly higher in 2013 and 2014 compared to 2007 and 2008⁶. And ratings for 2013 -14 were in many instances higher than those received during the entire 2007-2010 survey periods.

There were twenty instances of significant differences among the 24 individual survey items. In almost all cases ratings during 2013 and 2014 had improved over 2007 and 2008 ratings. Again in many cases ratings for the previous two years were often higher than the 2007-2010 survey periods as well. The graphic below displays scale comparisons. Tables B-6 and B-7 in Appendix B displays mean scale and item scores by survey year.

Table 16: Ratings by Survey Year

<u>Scale</u>	<u>Statistically Significant Differences</u>
Attitude	None
Services	2013 > 2007-09
	2014 > 2008
Staff	2013 > 2007, 08
	2014 > 2007, 08, 10
Timeliness	2013 > 2007-09
	2014 > 2007-10
Cost	2013 & 2014 > 2007-10
Communication	2013 & 2014 > 2007, 08, 10
Problem Solving	2013 > 2007, 08, 10
	2014 > 2007, 08
Overall	2013 > 2007-08
	2014 > 2007-10
INDEX	2013 & 2014 > 2007-10

⁶ Only results of comparisons between 2012 & 2013 vs previous years are reported.

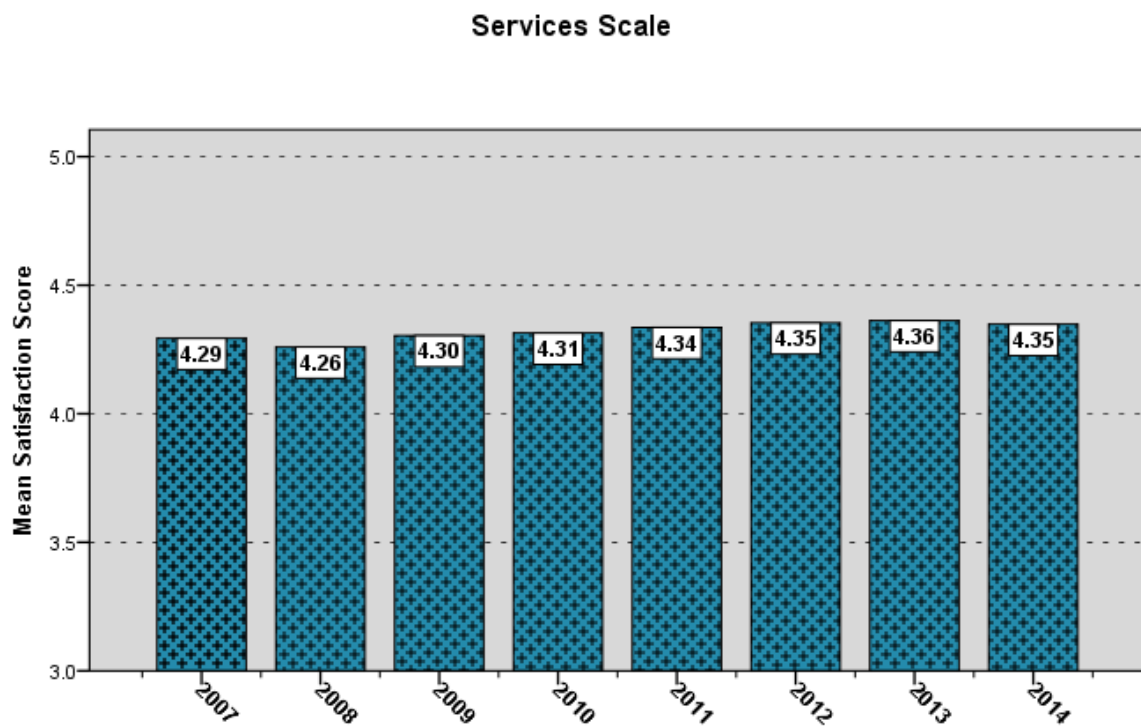
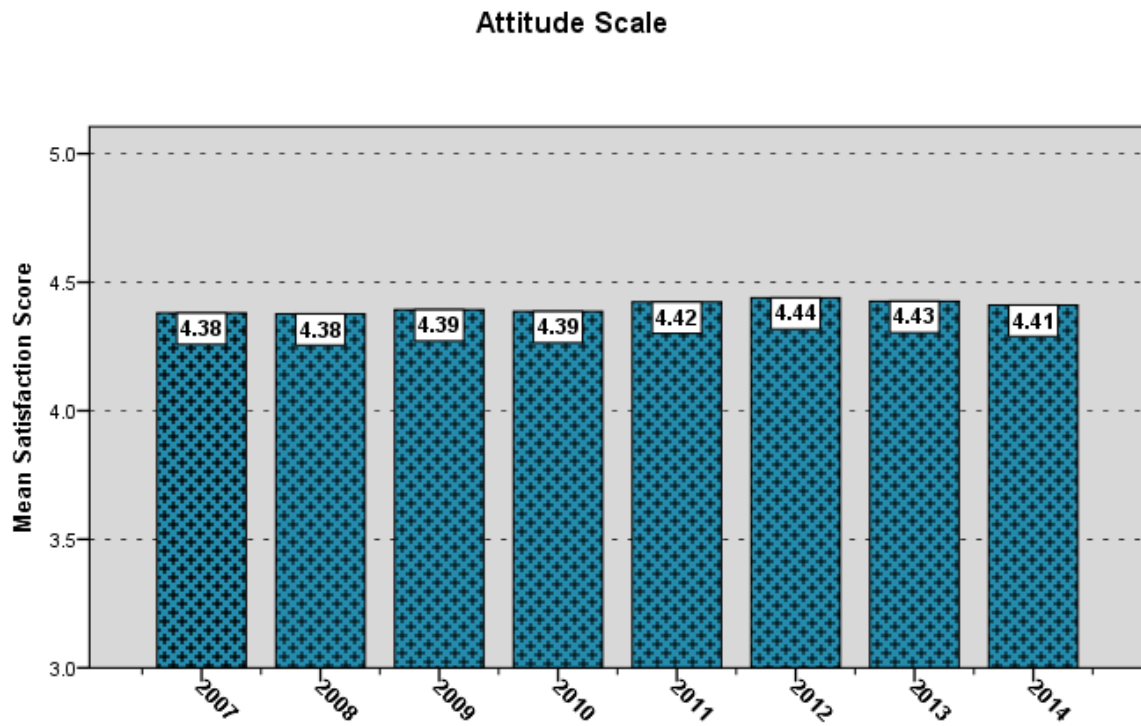
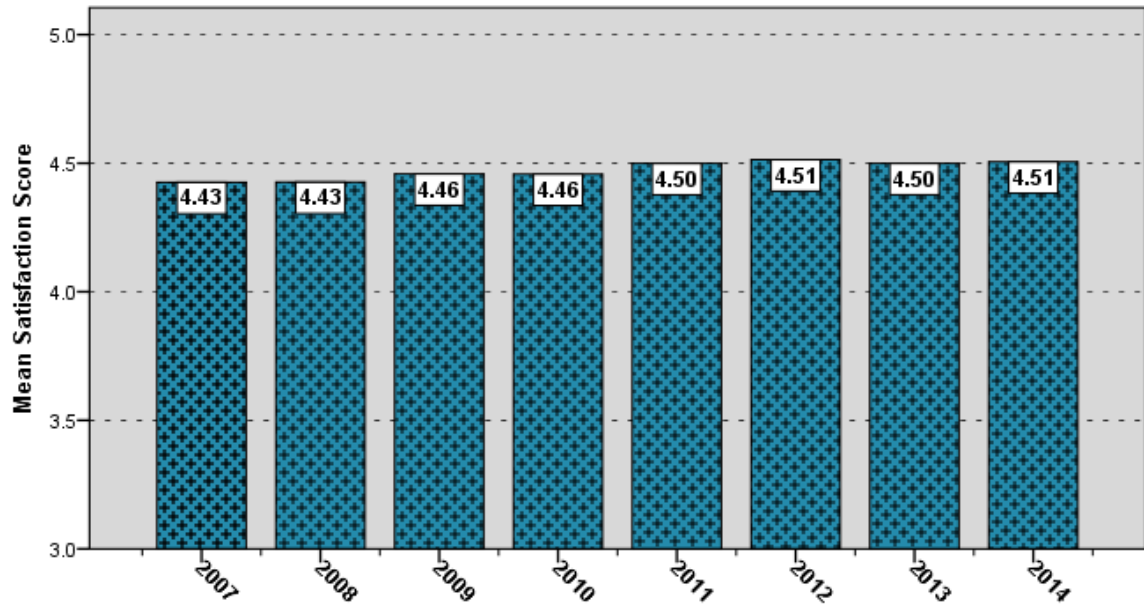
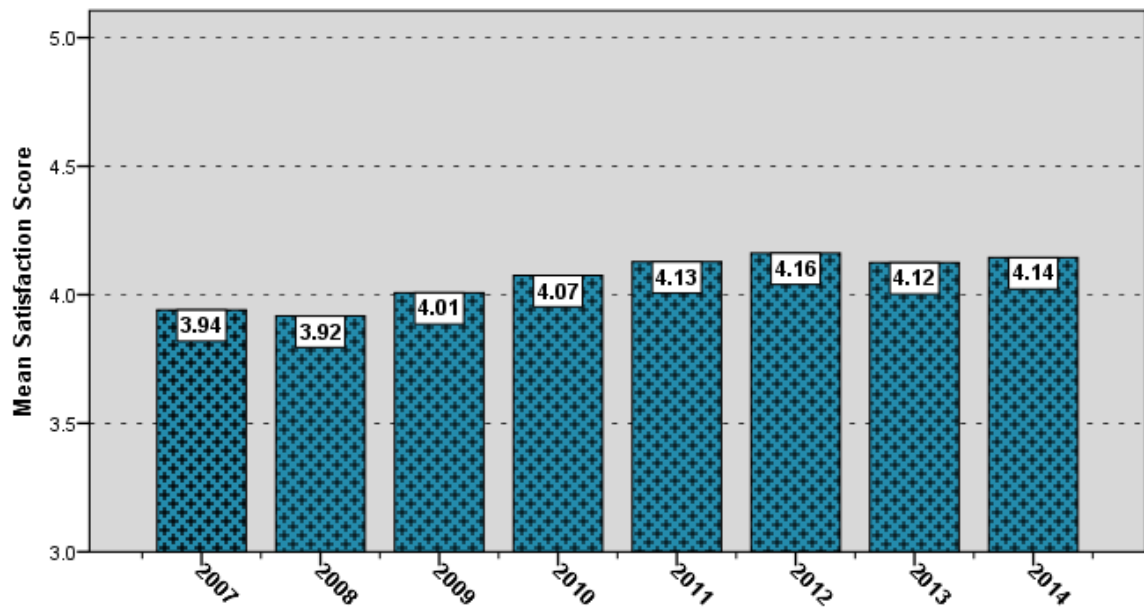


Figure 6: Scales by Survey Year

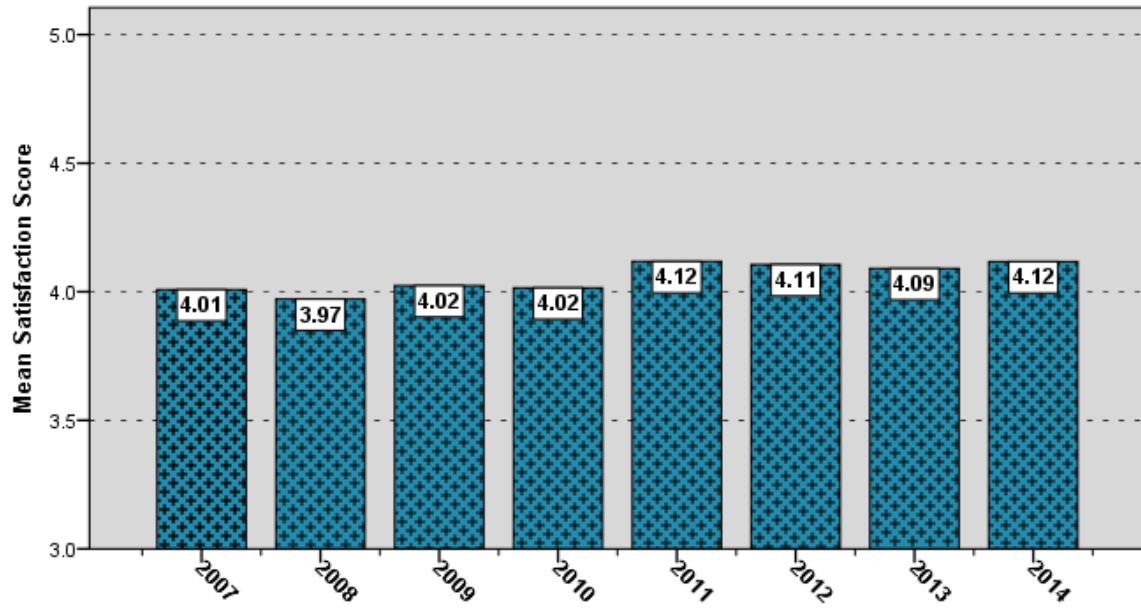
Staff Scale



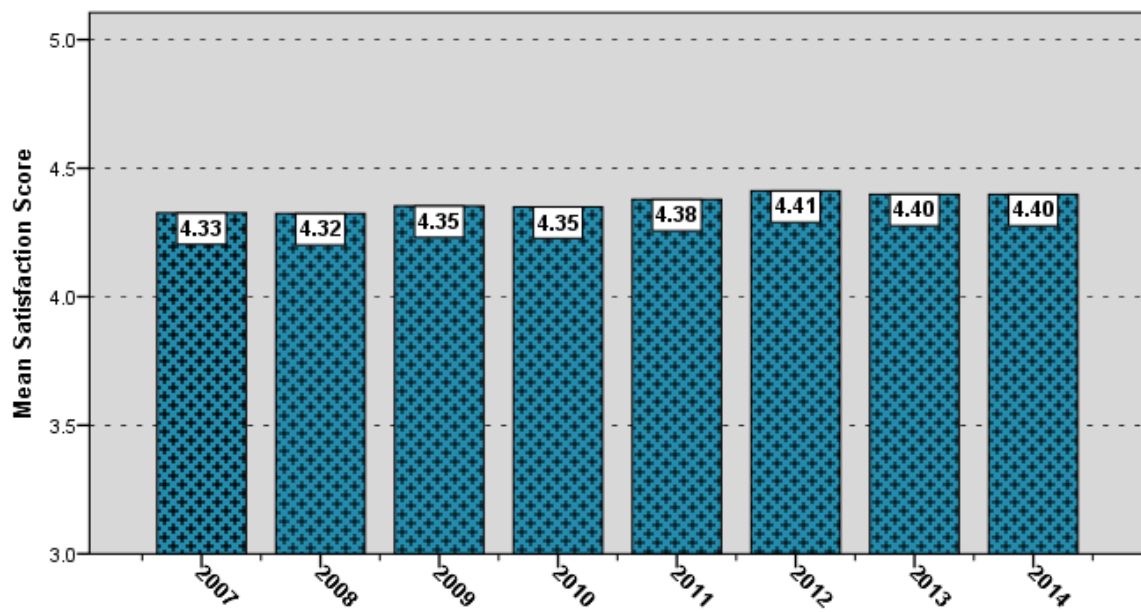
Timeliness Scale



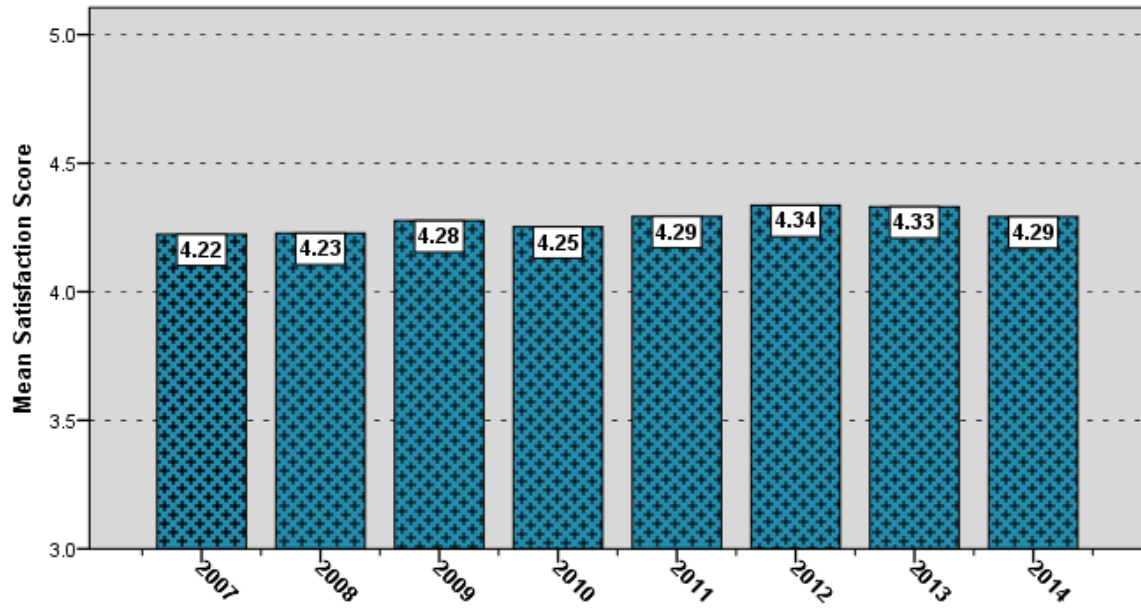
Cost Scale



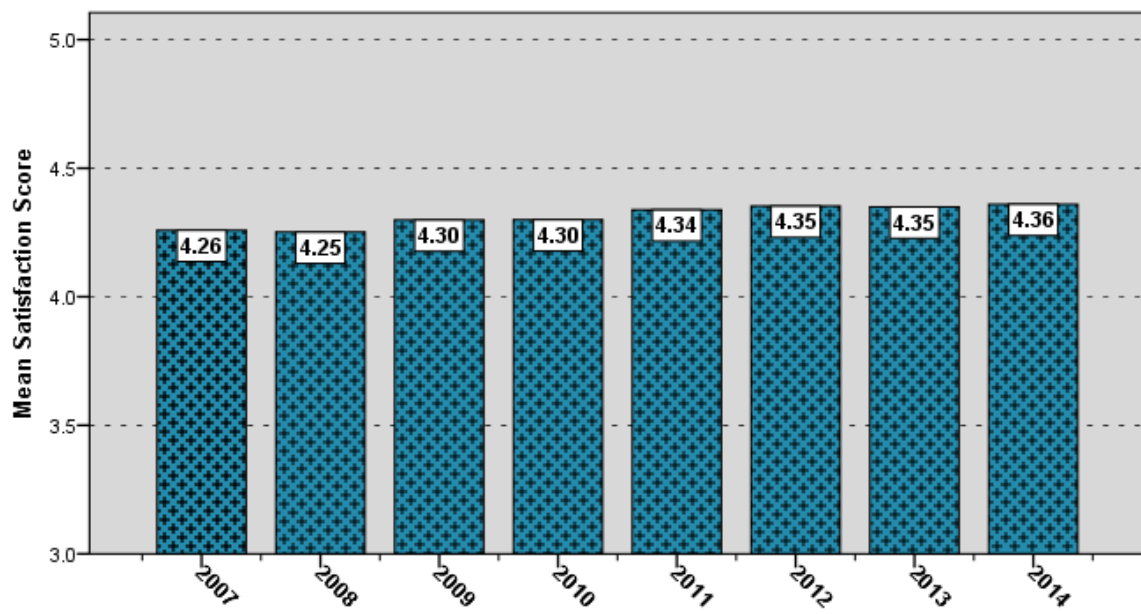
Communication Scale



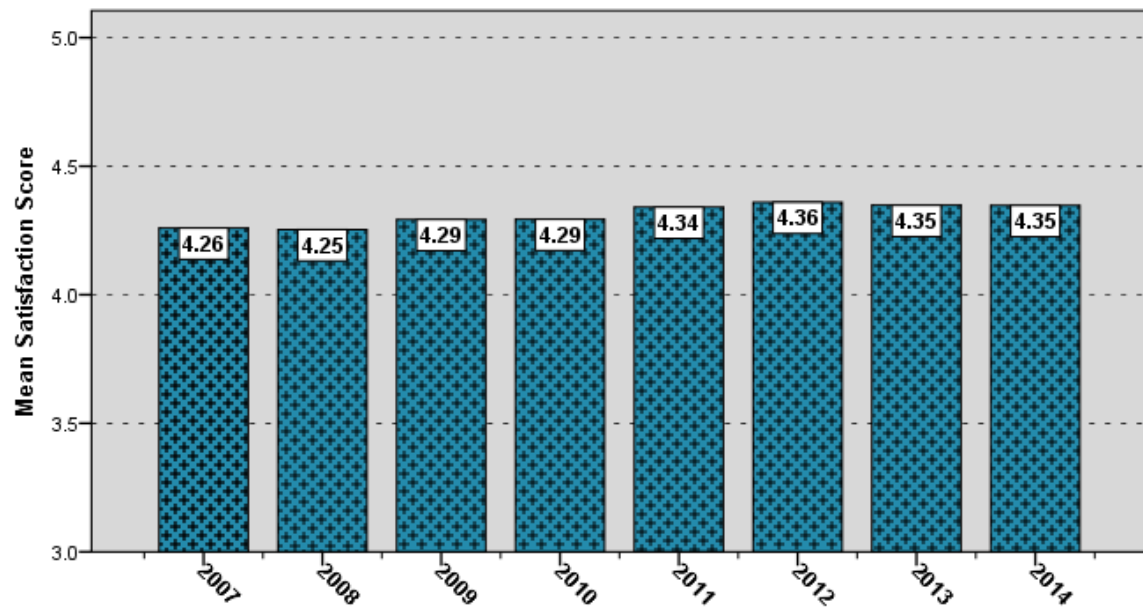
ProblemSolving Scale



Overall Scale



Composite Scale



§4. SUMMARY

This report summarizes the results of the Corps of Engineers Civil Works Programs Directorate Customer Satisfaction Survey for calendar year 2014. The CECW Survey population was expanded in 2010 to include stakeholder agencies in addition to ‘traditional’ customers. The purpose for this modification was to improve collaboration among all project participants. Stakeholder agencies are not direct recipients of Corps services but participate in the project execution process (e.g. state& federal regulatory agencies, municipal water resource offices etc.). Their staff interacts with Corps staff and participates to a significant degree in project planning, oversight and execution.

The standardized 2014 Civil Works Programs Customer Survey instrument consists of two sections. The first section solicits customer demographic information (customer name, organization, project name and district evaluated). Section two contains 24 satisfaction questions in a structured response format in which customer satisfaction is measured on a 5-point Likert scale: ‘Very Dissatisfied’ (1), ‘Dissatisfied’ (2), ‘Neutral’ (3), ‘Satisfied’ (4) and ‘Very Satisfied’ (5). A blank explanation field solicits customer comments in each service area. The final portion of the survey solicits general customer comments.

The Corps of Engineers Civil Works Program customer base included 2,760 customers; an eight percent decrease compared to last year. There was notable variability among district population sizes. Population sizes ranged from as few as N=17 for Honolulu District to a high of N=193 for Walla Walla District.

A total of 1,303 unique customers participated in the 2014 survey. Many customers have multiple projects within a district. A few of these elected to submit more than one survey response to evaluate projects separately. Hence, the database used in these analyses contains 1,318 records.

The number of unique customer responses was used to calculate response rates. The Corps-wide response rate was 47 percent for an estimated sampling error of 1.6 percent. Response rates varied among districts, ranging from 15 percent for Philadelphia District to as high as 100 percent for Kansas City District. The average response rate was 51 percent for larger (Tier I) districts and 46 percent for smaller (Tier II) districts. Classification of districts as Tier I or II is based on actual FY14 district program size (\$). Tier I districts had a program size of at least \$100 million while Tier II districts had program sizes less than \$100 million in FY14.

The survey included all Civil Works Districts. These districts work within the eight CONUS Corps Divisions. The districts within TransAtlantic Division as well as Europe, Far East and Japan Districts did not participate as they do not have a Civil Works mission. The greatest proportion of responses was received from customers served by the Mississippi Valley Divisions (MVD) at 30 percent followed by Northwest Division (NWD) at 19 percent and Great Lakes-Ohio River (LRD) at 17 percent. New Orleans District had the highest number of responses among districts at ten percent of the Corps-wide sample followed by St. Louis at seven percent.

USACE Civil Works customers are categorized by their **primary** category of service aligned to the Civil Works Program business lines. Civil Works business lines include: Emergency Management, Environmental, Flood Risk Management, Hydropower, Navigation, Recreation, Regulatory and Water Quality/Supply. A significant number of customers had multiple projects underway at their district and could not be classified under a single business line. An additional category was created to accommodate the 'Multiple Business Line' customers.

Flood Risk Management customers comprise the largest proportion of the 2014 sample at 26 percent followed by Environmental (23%), Navigation (19%) and Emergency Management, Recreation and 'Multiple Business Lines' (7% each). The proportion of customers in the other business lines was five percent or less each. Sixteen of the 62 responses categorized as 'Other' were International and Interagency Support (IIS) Program customers and eleven had projects under the 'Planning Assistance to States' program. Eight were 'Real Estate' customers and five fell under the 'Continuing Authorities (CAP)

Project Managers were asked to identify the phase of their projects. The largest proportion of Corps Civil Works projects were in O&M phase (29%), followed by Construction (19%), and Feasibility (15%). Six percent was in Planning, Engineering & Design (PE&D) and only two percent in the Reconnaissance phase. The remainder were either 'multiple project customers' or their project did not conform to standard Corps Civil Works project phases.

Civil Works customers are comprised of a wide variety of state and local agencies. The majority include City and county governments and various governmental departments charged with the management of infrastructure relating to water resources. For example, there were numerous departments of public works, water management districts, water and sewer authorities and departments of parks and recreation. Navigation customers included local port authorities and waterway user groups. There were also a number of state agencies charged with the management of natural resources and emergency response. Several districts included Interagency International Support customers (IIS) such as Coast Guard and other federal agencies.

The Corp Civil Works Program encompasses numerous types of projects. Civil Works projects include construction as well as O&M services. Environmental projects may range from habitat restoration to storm-water infrastructure improvement. Other Civil Works projects include municipal or regional water supply, hydropower, flood risk management and emergency management services. Because of this wide range of services it is not possible to assess specific services in a comprehensive survey such as this. Instead customers are asked to rate Corps district performance in general service areas such as quality of products and services, timeliness, cost, communications, staff performance and problem solving. A number of these items assess the quality of collaboration between the customers and Corps staff.

There are 24 questionnaire items which measure general areas of customer satisfaction. Items are rated on a scale from 1-5⁷. The items are grouped into eight scales: 'Attitude', 'Products and Services', 'Corps Staff', 'Timely Service', 'Cost and Affordability', 'Communication', 'Problem Solving' and 'Overall Satisfaction'. The 'Problem Solving' scale was newly added to the 2007 survey. In addition a Composite Index score was calculated for each respondent. This value is a simple unweighted average of the 24 satisfaction indicators.

The per-item response rate was very high, i.e., few customers left items blank. In fact, all but three items received ratings from at least 89 percent of the sample of 1,318 respondents. The exceptions to this were in the area of cost/financial services where 26-27% of customers did not provide ratings. All item and scale means can be evaluated based on the classification scheme:

Mean \geq 4.00: Green

3.00 \leq Mean \leq 3.99: Amber

Mean < 3.00: Red

All scale means this year were 'Green'. The mean Composite score was high at 4.35. The highest rated service area was Staff services at 4.51. The following table depicts mean scores for each customer satisfaction scale.

The majority of responses (72 percent or more) were positive for all survey questions. The services that received the highest proportion of positive ratings in this year's survey were 'Technical Competency' at 95 percent high ratings and 'Listening to My Needs' and 'Treats Me as an Important Team Member' and 'Responsiveness' at 92 percent high ratings each. The items that elicited the greatest proportion of low ratings were 'Cost of Services' and 'Timely Services' at eight percent low ratings each and 'Meets My Schedule' at seven percent low ratings.

Three of the items in the survey serve as 'bottom line' indicators of customer satisfaction. They are Items 'Your Overall Level of Customer Satisfaction', 'I Would Recommend the Corps' and 'Would be Your Choice for Future Services'. These items received at least 83 percent satisfactory ratings while only four percent of customers provided low ratings. Notably, 13 percent of customers fell in the 'Neutral' category for 'Would Choose the Corps for Future Work'. These noncommittal customers represent a critical subgroup of customers that warrant attention. Customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them. These bottom line indicators are relatively unchanged compared to last year.

The survey instrument includes a blank 'explanation' field for each item. Customers can use this field to elaborate on their ratings. They were particularly encouraged to explain any low ratings ('Dissatisfied' or 'Very Dissatisfied'). In addition customers had the opportunity to provide

⁷ Items rated on a 5-point Likert scale where 1=Low and 5=High.

general comments or suggestions concerning Corps services at the end of the survey. All comments should be reviewed carefully for two reasons. First, survey participants rarely take the time to offer comments and when they do, they feel strongly about the issue they are addressing. And secondly, customers often provide very detailed and useful information on how Corps services can be improved.

A very large number of respondents submitted comments (768 of 1318 or 58%). Many customers addressed individual survey items as well as providing comments in the General Comments section at the end of the survey. Each respondent's entire set of comments was evaluated for its overall tenor. Of the 768 customers who provided comments 67 percent (513) provided overall favorable comments, 123 (16%) made negative comments and 89 (12%) customers' comments contained mixed information (positive and negative statements). A small number of customer comments (43 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details).

The survey item that received the greatest number of positive comments was 'Responsiveness' (127 customers) followed by 'Customer Focus' (93 customers). The two items that received the largest number of negative comments concerned cost and timeliness: 'Timely Service' (84), 'Meets My Schedule' (73 customers). A similar pattern is seen in the 'General Comments' submitted by customers.

The most frequent positive general comments were 'Compliments to individuals/staff' (239 customers). A large number of positive comments concerned the relationship/partnership between the customer and district staff (105 customers). There were also a significant number of positive comments about the professionalism and personal commitment of Corps staff.

The issue that received the greatest number of negative comments concerned Corps 'bureaucracy' or policy/requirements and the negative impact on project cost, timeliness, district flexibility, or overall project execution (49 customers). A total of 36 customers stated that lack of federal funding impacted their projects. Project delays were often due to lack of federal funding and Corps 'bureaucracy'. These were the most common issues last year as well. A total of twelve customers expressed concern over 'staff continuity or turnover' and likely related effects on communication. This issue was first raised in 2010 and continues to be of concern to Civil Works customers through the current survey period.

Consistency in delivery of services is an important strategic goal. To assess the extent to which we accomplish this goal we should determine whether we provide quality services across various customer subgroups. These subgroup breakdowns include respondent classification (customer vs stakeholder), business lines and project phases. Comparative analyses were conducted to detect whether there were any specific customer subgroups that might be more or less satisfied than others so that management may directly target the source of good or poor performance. These analyses can reveal any hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings.

The first analysis compares customer satisfaction ratings by respondent classification. Many district staff expressed that they expected to receive lower ratings from stakeholders than customers. This expectation was again not supported by the data. Ratings for all items, scales and the Composite Index were examined. Fewer differences in rating were found in 2014 compared to 2012-13. In fact, there were no statistically significant differences in ratings for any of the eight satisfaction scales or the Composite Index. Furthermore, no mean scores fell below 'Green' for either subgroup. Similarly unlike 2013 the comparison of item ratings revealed no statistically significant differences in ratings for any services area. And mean subgroup scores were green for all survey items except one. 'Cost of Services' was 'Amber' for both respondent classes.

The second analysis compares customer satisfaction ratings by Civil Works business lines. Originally there were eight business line categories plus an 'Other' and a 'Multiple' category. Since some business line categories contain relatively few customers it was necessary to combine categories to perform statistical comparisons. Hydropower, Regulatory and 'Other' were combined into one category designated 'Other'. Hence, the categories for comparative analyses are: Environmental (Env), Flood Risk Management (FRM), Navigation (Nav), Recreation (Rec), Water Quality/Supply (WQual), Multiple Business Lines (Mult) and 'Other'. Recall customers who selected 'Other' specified projects under the Planning Assistance to States program, IIS support or received atypical or specialized services.

Ratings for all scales and the Composite Index were examined. Statistically significant differences⁸ in ratings were found for four of the eight satisfaction scales. They included 'Services', 'Staff', 'Cost' and 'Composite Index'. The pattern of the comparisons this year was definitive. Emergency Management customers were consistently the least satisfied while Navigation, Recreation and Multi-Business Line customers tended to be more satisfied. With respect to 'Products and Services', Environmental, Flood Risk Management, Navigation, Recreation and Multi-Business Line customers were significantly more satisfied than Emergency Management customers. Regarding 'Staff Competency', Flood Risk Management, Navigation, Recreation and Multi-Business Line customers were significantly more satisfied than Emergency Management customers. As far as 'Cost', customers in every business line except Water Quality/Supply were more satisfied than Emergency Management customers. 'Other' customers' ratings of 'Cost' exceeded Environmental as well. Finally, the analysis of the Composite Index revealed that Navigation, Recreation and Multi-Business Line were more satisfied than Emergency Management customers.

The implications of these results regarding Emergency Management and Multiple Project customers are important. On the positive side Multiple Project customers are typically key customers who have significant financial impact and long standing relationships with the district. Hence it is a positive outcome that these customers are among the most satisfied. On the other hand, the fact that Emergency Management customers are less satisfied may be of

⁸ . Differences in ratings among customer groups were large enough to be statistically significant at $\alpha = .05$.

concern as their projects tend to be high profile and may affect public perceptions about the Corps.

It is important to note that, although a number of significant differences in ratings were found, there were only two instances where any mean score fell below 'Green'. The first was in 'Timeliness' where the Water Quality/Supply mean rating was 'Amber'; the second in 'Cost' where the Emergency Management mean score was 'Amber'. Many subgroup mean scores are very close to 'Amber' in the areas of cost and timeliness.

Comparisons of mean scale scores by project phase were performed. Project phases included Reconnaissance, Feasibility, Planning Engineering and Design (PE&D), Construction, Operations and Maintenance (O&M) and 'Multiple Phases'. Unlike previous years, statistically significant differences in ratings were found for only three scales. Customers whose projects were in Recon and O&M phases were significantly more satisfied. Feasibility, Construction and Multiple Phase customers were significantly less satisfied. Recon and O&M customers are consistently the most satisfied while Feasibility and Construction customers consistently the least satisfied year to year. There was only one instance where a subgroup mean fell below 'Green'. Multiple-phase customers mean score was Amber for Timeliness. Additionally 'Construction' customers' score was very close to Amber for 'Timeliness'. Subgroup mean scores were close to Amber in the 'Cost' area for all phases except Recon and O&M as well.

This year's trend analyses assess the change in ratings from 2007 to 2014. Survey scales and individual items were examined. These analyses revealed that current ratings have improved for almost all scales and individual items since 2007. Customer ratings showed the greatest improvement in the area of Timeliness; moving from 'Amber' to 'Green'. There were statistically significant differences in mean scores for every scale except 'Attitude'. Ratings were found to be significantly higher in 2013 and 2014 compared to 2007 and 2008. And ratings for 2013 and 2014 were in many instances higher than those received during the entire 2007-2010 survey periods.

There were twenty instances of significant differences among the 24 individual survey items. In almost all cases ratings during 2013 and 2014 had improved over 2007 and 2008 ratings. Again in many cases ratings for the previous two years were often higher than the 2007-2010 survey periods as well. The graphic below displays scale comparisons.

Corporately Civil Works Program customers are largely satisfied with Corps' services. Costs and timeliness are the two greatest sources of Civil Works customer dissatisfaction. These issues appear to be closely tied to persistent customer dissatisfaction with Corps requirements, policies and Corps bureaucracy as well as the Federal funding process. The numbers of complaints on these issues has increased significantly since 2007. These are clearly systemic problems reaching across all districts and business lines. USACE should corporately address internal policies and requirements as well as the funding process to the extent possible. Measures of staff services and relationship dynamics (collaboration) received the highest

ratings. This illustrates the strong relationships that exist between Corps staff and their customers as does the number of compliments paid to Corps staff.

APPENDIX A

Survey Instrument

U.S. Army Corps of Engineers Civil Works Program Evaluation

OMB Control Number 0710-0001

[Agency Disclosure Notice](#)

The public report burden for this collection of information is estimated to average 10 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this data collection, including suggestions for reducing this burden, to Department of Defense, Washington Headquarters Services, Executive Services Directorate, Information Management Division (OMB 0710-0001), 1155 Defense Pentagon, Washington DC, 20301-1155 and the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503, Attn.: Desk Officer for U.S. Army Corps of Engineers. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. [Detailed Statement of Purpose.](#)

PLEASE DO NOT MAIL YOUR SURVEY TO THE ABOVE ADDRESSES

US Army Corps of Engineers Civil Works Program Evaluation 2014

Assessing Performance with Customers & Stakeholders

Section I: Customer / Stakeholder Profile

Required (*)

Name: Last: First:

Title:

Email Address:

Organization:*

Project Name:*






USACE District Being Evaluated


























Please select the USACE District that you will be rating. If you are rating more than one District, you will need to submit a separate survey for each one.











Please Select One ▼ *

Section II: Customer / Stakeholder Survey

The US Army Corps of Engineers is committed to improving our services to you and would like to know how well we're doing. Please rate our performance over the past calendar year. Your straightforward answers will help us to improve our service to you. Please indicate your level of satisfaction with the following services. You may select 'NA' if the question is not applicable to your project. **We would greatly appreciate a brief explanation of any negative ratings. Thank you for your time.**

Attitude		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
1.	The Corps of Engineers commitment to ensuring customer satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2.	Listening to my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
3.	Reliability of the Corps and follow-	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

	through on commitments.							
4.	Treating me as an important member of the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
5.	Displaying flexibility in responding to my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Product and Services		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
6.	Delivering quality products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
7.	Incorporating my requirements into the Corps' products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Corps Staff		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
8.	Responsiveness of Corps Staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
9.	Technical competency of Corps staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
10.	Managing projects and programs effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Timely Service		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
11.	Providing services in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
12.	Meeting our schedules.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Cost and Affordability		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
13.	Quality of financial information I receive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
14.	Cost of Corps' products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
15.	Sensitivity to my budget constraints.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Communication		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
16.	Always keeping me well informed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
17.	Quality of Corps of Engineers' documents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

18.	Clarity and conciseness of Corps correspondence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Problem Solving		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
19.	Notifying me in a timely manner if a problem occurs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
20.	Addressing problems in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
21.	Resolving my concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Overall Satisfaction		Very Dissatisfied 	Dissatisfied 	Neutral 	Satisfied 	Very Satisfied 	NA	Explanation of ratings.
22.	My Overall satisfaction with Corps products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
23.	I would recommend the Corps of Engineers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
24.	The Corps of Engineers would be my choice for future projects and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Overall Comments/Suggestions

Submit

Reset

APPENDIX B

Statistical Details

Table B-1: Survey Items – Mean Scores

<u>Survey Items</u>		Mean	# Responses
Attitude			
S1	Customer Focus	4.41	1306
S2	Listening to My Needs	4.47	1303
S3	Reliability	4.35	1303
S4	Treats Me as Team Member	4.52	1292
S5	Flexible to My Needs	4.32	1290
Services			
S6	Quality Products	4.39	1243
S7	Satisfying My Requirements	4.31	1201
Staff			
S8	Responsiveness	4.54	1302
S9	Technical Competency	4.61	1293
S10	Managing Effectively	4.38	1276
Timeliness			
S11	Timely Service	4.14	1285
S12	Meets My Schedule	4.14	1264
Cost			
S13	Financial Info	4.22	962
S14	Cost of Services	3.98	957
S15	Focus on My Budget	4.15	980
Communication			
S16	Keeps Me Informed	4.37	1296
S17	Corps' Documents	4.43	1261
S18	Corps' Correspondence	4.41	1284
Problem-Solving			
S19	Notifies Me of Problems	4.37	1248
S20	Timeliness Addressing Problems	4.25	1260
S21	Problem Resolution	4.25	1259
Overall			
S22	Overall Satisfaction	4.41	1296
S23	I Recommend the Corps	4.38	1236
S24	My Choice for Future Work	4.31	1177

Table B-2: Survey Items – Detailed Ratings

Survey Items		Very Low		Low		Mid-range		High		Very High		Total	
		#	%	#	%	#	%	#	%	#	%	#	%
Attitude													
S1	Customer Focus	18	1.4	36	2.8	65	5.0	466	35.7	721	55.2	1306	100.0
S2	Listening to My Needs	17	1.3	31	2.4	54	4.1	419	32.2	782	60.0	1303	100.0
S3	Reliability	26	2.0	45	3.5	93	7.1	419	32.2	720	55.3	1303	100.0
S4	Treats Me as Team Member	21	1.6	22	1.7	67	5.2	340	26.3	842	65.2	1292	100.0
S5	Flexible to My Needs	30	2.3	46	3.6	103	8.0	418	32.4	693	53.7	1290	100.0
Services													
S6	Quality Products	15	1.2	29	2.3	83	6.7	445	35.8	671	54.0	1243	100.0
S7	Satisfying My Requirements	16	1.3	38	3.2	114	9.5	423	35.2	610	50.8	1201	100.0
Staff													
S8	Responsiveness	16	1.2	28	2.2	60	4.6	332	25.5	866	66.5	1302	100.0
S9	Technical Competency	8	0.6	8	0.6	51	3.9	351	27.1	875	67.7	1293	100.0
S10	Managing Effectively	16	1.3	45	3.5	95	7.4	408	32.0	712	55.8	1276	100.0
Timeliness													
S11	Timely Service	34	2.6	65	5.1	151	11.8	469	36.5	566	44.0	1285	100.0
S12	Meets My Schedule	32	2.5	55	4.4	181	14.3	432	34.2	564	44.6	1264	100.0
Cost													
S13	Financial Info	12	1.2	24	2.5	136	14.1	356	37.0	434	45.1	962	100.0
S14	Cost of Services	20	2.1	59	6.2	188	19.6	345	36.1	345	36.1	957	100.0
S15	Focus on My Budget	22	2.2	36	3.7	153	15.6	333	34.0	436	44.5	980	100.0
Communication													
S16	Keeps Me Informed	18	1.4	31	2.4	117	9.0	422	32.6	708	54.6	1296	100.0
S17	Corps' Documents	11	0.9	18	1.4	79	6.3	464	36.8	689	54.6	1261	100.0
S18	Corps' Correspondence	12	0.9	18	1.4	87	6.8	482	37.5	685	53.3	1284	100.0
Problem-Solving													
S19	Notifies Me of Problems	13	1.0	34	2.7	100	8.0	429	34.4	672	53.8	1248	100.0
S20	Timeliness Addressing Problems	27	2.1	47	3.7	124	9.8	451	35.8	611	48.5	1260	100.0
S21	Problem Resolution	25	2.0	48	3.8	127	10.1	445	35.3	614	48.8	1259	100.0
Overall													
S22	Overall Satisfaction	21	1.6	33	2.5	71	5.5	444	34.3	727	56.1	1296	100.0
S23	I Recommend the Corps	24	1.9	21	1.7	122	9.9	358	29.0	711	57.5	1236	100.0
S24	My Choice for Future Work	22	1.9	29	2.5	128	11.1	346	29.9	632	54.6	1157	100.0

Table B-3: Scale & Item Scores by Respondent Classification

<u>Scale</u>		<u>Customer</u>	<u>Stakeholder</u>	<u>Total</u>
Attitude	Mean	4.42	4.39	4.41
	N	852	460	1312
Services	Mean	4.34	4.36	4.35
	N	817	440	1257
Staff	Mean	4.52	4.48	4.51
	N	850	458	1308
Timeliness	Mean	4.12	4.19	4.14
	N	843	448	1291
Cost	Mean	4.13	4.09	4.12
	N	738	326	1064
Communication	Mean	4.40	4.39	4.40
	N	848	460	1308
Problem Solving	Mean	4.28	4.30	4.29
	N	835	444	1279
Overall	Mean	4.35	4.37	4.36
	N	850	457	1307
Composite	Mean	4.35	4.35	4.35
	N	853	461	1314
<u>Item</u>		<u>Customer</u>	<u>Stakeholder</u>	<u>Total</u>
S1 Customer Focus	Mean	4.40	4.42	4.41
	N	850	456	1306
S2 Listening to My Needs	Mean	4.49	4.43	4.47
	N	849	454	1303
S3 Reliability	Mean	4.36	4.34	4.35
	N	848	455	1303
S4 Treats Me as Team Member	Mean	4.53	4.49	4.52
	N	840	452	1292
S5 Flexible to My Needs	Mean	4.32	4.31	4.32
	N	839	451	1290
S6 Quality Products	Mean	4.38	4.41	4.39
	N	809	434	1243
S7 Satisfying My Requirements	Mean	4.31	4.31	4.31
	N	786	415	1201
S8 Responsiveness	Mean	4.56	4.49	4.54
	N	845	457	1302
S9 Technical Competency	Mean	4.61	4.59	4.61
	N	838	455	1293
S10 Managing Effectively	Mean	4.39	4.35	4.38
	N	830	446	1276
S11 Timely Service	Mean	4.12	4.18	4.14
	N	839	446	1285
S12 Meets My Schedule	Mean	4.12	4.18	4.14
	N	826	438	1264
S13 Financial Info	Mean	4.23	4.21	4.22
	N	688	274	962

S14 Cost of Services	Mean	3.99	3.96	3.98
	N	680	277	957
S15 Focus on My Budget	Mean	4.17	4.08	4.15
	N	692	288	980
S16 Keeps Me Informed	Mean	4.37	4.36	4.37
	N	841	455	1296
S17 Corps' Documents	Mean	4.43	4.44	4.43
	N	830	431	1261
S18 Corps' Correspondence	Mean	4.41	4.40	4.41
	N	836	448	1284
S19 Notifies Me of Problems	Mean	4.35	4.42	4.37
	N	815	433	1248
S20 Timeliness Addressing Problems	Mean	4.25	4.25	4.25
	N	823	437	1260
S21 Problem Resolution	Mean	4.25	4.25	4.25
	N	826	433	1259
S22 Overall Satisfaction	Mean	4.40	4.41	4.41
	N	843	453	1296
S23 I Recommend the Corps	Mean	4.38	4.40	4.38
	N	820	416	1236
S24 My Choice for Future Work	Mean	4.32	4.29	4.31
	N	788	389	1177

Mean >= 4.00 Green
3.00<=Mean<=3.99 Amber
Mean < 3.00 Red

Items in **bold** are statistically significant at $\alpha = .05$.

Table B-4: Scale Scores by Business Line

<u>Scales</u>		<u>Emerg</u> <u>Mgmt</u>	<u>Environ</u>	<u>FRM</u>	<u>Nav</u>	<u>Rec</u>	<u>Water</u> <u>Qual</u>	<u>Other</u>	<u>Multiple</u>	<u>Total</u>
Attitude	Mean	4.23	4.36	4.42	4.51	4.45	4.33	4.39	4.50	4.41
	N	87	307	337	250	89	45	102	95	1312
Services	Mean	4.10	4.33	4.35	4.44	4.41	4.19	4.31	4.44	4.35
	N	84	293	320	245	82	43	98	92	1257
Staff	Mean	4.34	4.47	4.52	4.60	4.59	4.36	4.43	4.56	4.51
	N	86	308	334	250	88	45	102	95	1308
Timeliness	Mean	4.05	4.12	4.10	4.27	4.26	3.83	4.09	4.25	4.14
	N	87	301	331	249	86	45	101	91	1291
Cost	Mean	3.78	4.10	4.11	4.22	4.20	4.05	4.07	4.22	4.12
	N	62	264	283	206	61	41	74	73	1064
Communication	Mean	4.22	4.36	4.39	4.48	4.51	4.33	4.34	4.48	4.40
	N	87	307	333	250	89	45	102	95	1308
ProblemSolving	Mean	4.12	4.26	4.28	4.36	4.44	4.16	4.23	4.39	4.29
	N	83	298	330	245	85	44	99	95	1279
Overall	Mean	4.22	4.32	4.34	4.46	4.48	4.24	4.31	4.43	4.36
	N	87	308	334	248	89	45	102	94	1307
Composite	Mean	4.18	4.31	4.34	4.44	4.45	4.22	4.30	4.44	4.35
	N	87	309	337	250	89	45	102	95	1314

Table B-5: Scale Scores by Phase

<u>Scale</u>		<u>Recon</u>	<u>Feasibility</u>	<u>PE&D</u>	<u>Construction</u>	<u>O&M</u>	<u>Multiple</u>	<u>Other/NA</u>	<u>Total</u>
Attitude	Mean	4.66	4.41	4.44	4.35	4.47	4.37	4.37	4.41
	N	28	196	82	251	380	160	215	1312
Services	Mean	4.54	4.31	4.37	4.25	4.43	4.33	4.33	4.35
	N	24	189	79	242	363	155	205	1257
Staff	Mean	4.73	4.52	4.54	4.43	4.55	4.46	4.48	4.51
	N	28	194	82	251	379	160	214	1308
Timeliness	Mean	4.54	4.11	4.19	4.00	4.27	3.95	4.21	4.14
	N	25	195	81	249	373	159	209	1291
Cost	Mean	4.37	4.05	4.13	4.10	4.21	4.09	4.04	4.12
	N	21	166	79	226	279	134	159	1064
Communication	Mean	4.58	4.39	4.42	4.34	4.46	4.36	4.36	4.40
	N	26	195	82	249	381	160	215	1308
ProblemSolving	Mean	4.51	4.31	4.29	4.21	4.38	4.20	4.26	4.29
	N	23	190	80	247	372	157	210	1279
Overall	Mean	4.63	4.28	4.33	4.28	4.46	4.25	4.41	4.36
	N	27	195	81	251	379	159	215	1307
Composite	Mean	4.61	4.33	4.35	4.27	4.42	4.28	4.33	4.35
	N	28	196	82	252	381	160	215	1314

Mean >= 4.00 Green

3.00<=Mean<=3.99 Amber

Mean < 3.00 Red

Items in **bold** are statistically significant at $\alpha = .05$.

Table B-6: Customer Responses by District by Year

	2007		2008		2009		2010		2011		2012		2013		2014	
<u>District</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
LRB	38	3.6	28	1.9	43	2.7	72	3.5	50	2.7	56	3.2	61	4.1	54	4.1
LRC	13	1.2	25	1.7	38	2.4	35	1.7	35	1.9	66	3.8	46	3.1	25	1.9
LRE	44	4.2	44	3.0	79	4.9	79	3.9	63	3.4	50	2.9	38	2.5	57	4.3
LRH	49	4.6	36	2.5	46	2.9	43	2.1	47	2.6	42	2.4	26	1.7	28	2.1
LRL	18	1.7	39	2.7	31	1.9	28	1.4	20	1.1	18	1.0	11	0.7	13	1.0
LRN	47	4.4	25	1.7	29	1.8	24	1.2	12	0.7	25	1.4	24	1.6	27	2.0
LRP	29	2.7	28	1.9	35	2.2	37	1.8	37	2.0	40	2.3	22	1.5	22	1.7
MVK	15	1.4	32	2.2	53	3.3	111	5.4	96	5.2	83	4.8	62	4.1	59	4.5
MVM	30	2.8	89	6.1	100	6.2	100	4.9	64	3.5	59	3.4	24	1.6	33	2.5
MVN	65	6.1	155	10.6	133	8.2	191	9.3	139	7.6	131	7.5	126	8.4	128	9.7
MVP	30	2.8	59	4.0	71	4.4	114	5.6	74	4.0	72	4.1	48	3.2	37	2.8
MVR	16	1.5	45	3.1	97	6.0	145	7.1	93	5.1	53	3.0	66	4.4	39	3.0
MVS	13	1.2	68	4.7	72	4.5	160	7.8	98	5.3	93	5.3	82	5.5	97	7.4
NAB	29	2.7	31	2.1	17	1.1	22	1.1	21	1.1	19	1.1	39	2.6	23	1.7
NAE	8	0.8	7	0.5	11	0.7	9	0.4	17	0.9	19	1.1	21	1.4	18	1.4
NAN	16	1.5	33	2.3	42	2.6	34	1.7	34	1.9	36	2.1	25	1.7	24	1.8
NAO	37	3.5	42	2.9	43	2.7	37	1.8	41	2.2	35	2.0	22	1.5	21	1.6
NAP	4	0.4	14	1.0	12	0.7	15	0.7	37	2.0	19	1.1	19	1.3	15	1.1
NWK	33	3.1	33	2.3	54	3.3	86	4.2	65	3.5	58	3.3	52	3.5	39	3.0
NWO	35	3.3	37	2.5	49	3.0	97	4.7	69	3.8	79	4.5	55	3.7	50	3.8
NWP	20	1.9	14	1.0	11	0.7	34	1.7	54	2.9	78	4.5	38	2.5	34	2.6
NWS	22	2.1	33	2.3	31	1.9	28	1.4	106	5.8	60	3.4	47	3.1	47	3.6
NWW	10	0.9	12	0.8	38	2.4	75	3.7	93	5.1	92	5.3	100	6.7	79	6.0
POA	16	1.5	19	1.3	26	1.6	30	1.5	31	1.7	32	1.8	30	2.0	21	1.6
POH	11	1.0	13	0.9	12	0.7	0	0.0	23	1.3	15	0.9	5	0.3	13	1.0
SAC	25	2.4	22	1.5	20	1.2	19	0.9	25	1.4	27	1.6	25	1.7	19	1.4
SAJ	17	1.6	79	5.4	72	4.5	64	3.1	31	1.7	31	1.8	40	2.7	16	1.2
SAM	43	4.1	38	2.6	30	1.9	45	2.2	45	2.5	45	2.6	44	2.9	33	2.5
SAS	35	3.3	21	1.4	25	1.5	27	1.3	25	1.4	26	1.5	33	2.2	30	2.3
SAW	84	7.9	46	3.2	38	2.4	23	1.1	25	1.4	22	1.3	19	1.3	7	0.5
SPA	16	1.5	13	0.9	24	1.5	15	0.7	10	0.5	10	0.6	6	0.4	6	0.5
SPK	35	3.3	64	4.4	53	3.3	63	3.1	83	4.5	62	3.6	39	2.6	30	2.3
SPL	43	4.1	57	3.9	57	3.5	56	2.7	35	1.9	38	2.2	59	3.9	54	4.1
SPN	19	1.8	31	2.1	21	1.3	26	1.3	22	1.2	38	2.2	36	2.4	18	1.4
SWF	27	2.5	53	3.6	37	2.3	24	1.2	29	1.6	33	1.9	53	3.5	36	2.7
SWG	30	2.8	25	1.7	28	1.7	46	2.2	48	2.6	29	1.7	18	1.2	34	2.6
SWL	22	2.1	28	1.9	21	1.3	19	0.9	21	1.1	26	1.5	19	1.3	18	1.4
SWT	16	1.5	21	1.4	15	0.9	13	0.6	17	0.9	24	1.4	16	1.1	14	1.1
Total	1060	100.0	1459	100.0	1614	100.0	2046	100.0	1835	100.0	1741	100.0	1496	100.0	1318	100.0

Table B-7: Scale Scores by Survey Year

	2007		2008		2009		2010		2011		2012		2013		2014	
Scale	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
Attitude	4.38	1058	4.38	1455	4.39	1606	4.39	2042	4.42	1828	4.44	1733	4.43	1494	4.41	1312
Services	4.29	1024	4.26	1390	4.30	1534	4.31	1944	4.34	1759	4.35	1665	4.36	1448	4.35	1257
Staff	4.43	1055	4.43	1452	4.46	1603	4.46	2033	4.50	1825	4.51	1726	4.50	1489	4.51	1308
Timeliness	3.94	1041	3.92	1429	4.01	1575	4.08	2001	4.13	1775	4.16	1693	4.12	1466	4.14	1291
Cost	4.01	938	3.97	1275	4.02	1401	4.02	1695	4.12	1506	4.11	1419	4.09	1193	4.12	1064
Communication	4.33	1053	4.32	1447	4.35	1600	4.35	2026	4.38	1814	4.41	1728	4.40	1486	4.40	1308
Problem Solving	4.22	1032	4.23	1411	4.28	1545	4.25	1974	4.29	1767	4.34	1679	4.33	1447	4.29	1279
Overall	4.26	1051	4.25	1443	4.30	1596	4.30	2043	4.34	1813	4.35	1722	4.35	1480	4.36	1307
Composite	4.26	1059	4.25	1455	4.29	1609	4.29	2045	4.34	1832	4.36	1738	4.35	1494	4.35	1314

Items in **bold** are statistically significant at $\alpha = .05$.

Table B-8: Item Scores by Survey Year⁹

	<u>2007</u>		<u>2008</u>		<u>2009</u>		<u>2010</u>		<u>2011</u>		<u>2012</u>		2013		2014	
<u>Item</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	Mean	N	Mean	N
S1 Customer Focus	4.36	1056	4.38	1450	4.40	1597	4.39	2029	4.42	1819	4.43	1725	4.42	1487	4.41	1306
S2 Listening to My Needs	4.48	1055	4.47	1448	4.48	1599	4.46	2028	4.48	1815	4.51	1727	4.49	1483	4.47	1303
S3 Reliability	4.23	1050	4.23	1445	4.28	1595	4.29	2028	4.34	1812	4.37	1722	4.34	1484	4.35	1303
S4 Treats Me as Team Member	4.55	1046	4.54	1439	4.52	1587	4.52	2016	4.55	1802	4.55	1705	4.55	1468	4.52	1292
S5 Flexible to My Needs	4.29	1044	4.27	1432	4.30	1580	4.30	2000	4.35	1794	4.35	1718	4.34	1467	4.32	1290
S6 Quality Products	4.28	1003	4.26	1375	4.31	1508	4.34	1916	4.36	1732	4.39	1642	4.40	1425	4.39	1243
S7 Satisfying My Requirements	4.31	994	4.26	1347	4.30	1482	4.29	1870	4.31	1692	4.33	1608	4.33	1389	4.31	1201
S8 Responsiveness	4.47	1049	4.49	1446	4.51	1596	4.50	2030	4.55	1820	4.57	1724	4.52	1486	4.54	1302
S9 Technical Competency	4.56	1044	4.55	1442	4.56	1586	4.55	2014	4.58	1809	4.60	1710	4.60	1472	4.61	1293
S10 Managing Effectively	4.24	1022	4.24	1410	4.32	1559	4.32	1984	4.37	1773	4.37	1666	4.39	1451	4.38	1276
S11 Timely Service	3.95	1036	3.94	1424	4.01	1569	4.08	1994	4.14	1770	4.16	1687	4.13	1459	4.14	1285
S12 Meets My Schedule	3.94	1018	3.90	1399	4.00	1535	4.06	1953	4.11	1726	4.16	1652	4.11	1426	4.14	1264
S13 Financial Info	4.12	885	4.09	1209	4.14	1275	4.16	1548	4.23	1382	4.21	1283	4.19	1101	4.22	962
S14 Cost of Services	3.80	873	3.75	1190	3.80	1270	3.80	1533	3.95	1370	3.92	1265	3.93	1054	3.98	957
S15 Focus on My Budget	4.10	873	4.05	1201	4.10	1281	4.06	1555	4.17	1396	4.16	1303	4.12	1089	4.15	980
S16 Keeps Me Informed	4.30	1051	4.30	1436	4.34	1595	4.33	2022	4.36	1798	4.41	1721	4.38	1477	4.37	1296
S17 Corps' Documents	4.34	1010	4.34	1397	4.37	1544	4.37	1952	4.39	1745	4.42	1658	4.43	1441	4.43	1261
S18 Corps' Correspondence	4.34	1036	4.34	1424	4.36	1578	4.36	1990	4.40	1785	4.41	1699	4.39	1461	4.41	1284
S19 Notifies Me of Problems	4.32	1006	4.31	1379	4.37	1512	4.34	1923	4.36	1728	4.42	1640	4.42	1408	4.37	1248
S20 Timeliness Addressing Problems	4.18	1007	4.17	1393	4.22	1519	4.21	1934	4.27	1741	4.30	1655	4.29	1419	4.25	1260
S21 Problem Resolution	4.18	1013	4.20	1389	4.23	1516	4.21	1936	4.26	1739	4.29	1651	4.29	1426	4.25	1259
S22 Overall Satisfaction	4.30	1049	4.29	1439	4.35	1590	4.35	2020	4.38	1808	4.39	1721	4.39	1476	4.41	1296
S23 I Recommend the Corps	4.30	1012	4.29	1396	4.33	1535	4.32	1934	4.38	1723	4.38	1667	4.39	1404	4.38	1236
S24 My Choice for Future Work	4.21	981	4.18	1368	4.23	1486	4.23	1866	4.30	1667	4.30	1594	4.29	1351	4.31	1177

Mean >= 4.00 Green

3.00<=Mean<=3.99 Amber

Mean < 3.00 Red

⁹ Items in **bold** are statistically significant at $\alpha = .05$.

APPENDIX C

Customer Agencies by District

<u>District</u>	<u>Count</u>	<u>Agency</u>
LRB	1	U.S. EPA
	2	City of Parma
	3	U.S. Fish and Wildlife Service
	4	City of Toledo
	5	USEPA
	6	Village of Fredonia
	7	Ashtabula County Metroparks
	8	NYS-DEC
	9	City of Buffalo
	10	Erie County
	11	Hancock County, Ohio
	12	Buffalo Niagara Riverkeeper
	13	Division of Wildlife
	14	Rochster Embayment RAP
	15	Lake County Soil & Water Conservation District
	16	Ohio Department of Natural Resources
	17	U.S. EPA GLNPO
	18	Erie County, New York
	19	ODNR Division of Wildlife
	20	SUNY Buffalo State
	21	NYS DEC
	22	Metroparks of the Toledo Area
	23	Lake County Department of Utilities
	24	Ohio DNR
	25	village of oak harbor
	26	Erie Co. Highway Dept. / Engineers Office
	27	City of Fremont Water Pollution Control Center
	28	Interantional St. Lawrence River Board of Control
	29	Environment Canada
	30	NYSDEC - ALBANY
	31	Presque Isle State Park, DCNR; Comm. of Pennsylvania
	32	City of Buffalo, Public Works, Engineering Div.
	33	Ashtabula River AOC Advisory Council
	34	Ashtabula City Port Authority
	35	New York Power Authority - Niagara Power Project
	36	Environment Canada
	37	New York Power Authority
	38	Environment Canada
	39	Ogdensburg Bridge and Port Authority
	40	University at Buffalo and SUNY
	41	Town of Westfield,NY
	42	Toledo-Lucas County Port Authority
	43	Town of Newfane
	44	Essroc Cement Corp
	45	Facilities Division
	46	CBP
	47	USDOE

LRB	48	usfws
	49	NYS DEC
	50	NYS Parks, Recreation & Historic Preservation
	51	NY State Dept of Environmental Conservation
	52	New York State Department of Environmental Conservation
	53	U.S. Environmental Protection Agency
	54	NYS Dept. of Environmental Conservation, Region 8
LRC	1	Will County EMA
	2	U.S. EPA
	3	McHenry County Conservation District
	4	Marine Safety Unit Chicago
	5	Robinson Engineering on behalf teh Village of Olympia Fields
	6	U.S. Environmental Protection Agency
	7	USFWS Carterville Fish and Wildlife Conservation Office
	8	Illinois Department of Natural Resources
	9	USFWS
	10	Chicago Dept Planning and Development
	11	City of Lake Forest
	12	Little Calumet River Basin Development Commission
	13	Metropolitan Water Reclamation District of Greater Chicago
	14	City of Chicago Department of Transportation
	15	Little Calumet River Basin Development Commission
	16	Village of Mount Prospect
	17	KENOSHA COUNTY
	18	Metropolitan Water Reclamation District of Greater Chicago
	19	ArcelorMittal Indiana Harbor
	20	Ports of Indiana
	21	Michigan City Port Authority
	22	Waukegan Port District
	23	Hanson Material Service
	24	ArcelorMittal Burns Harbor Plant
	25	WAUKEGAN HARBOR CITIZENS^ ADVISORY GROUP
LRE	1	Village of Mount Pleasant
	2	GCDC-WWS
	3	Grand Traverse County, Michigan
	4	Great Lakes Fishery Commission
	5	City of Elkhart
	6	OAKLAND COUNTY WATRER RESOOURCES COMMISSIONER^S OFFICE
	7	Michigan DNR
	8	Michigan DNR
	9	State Agency
	10	Eagle Creek
	11	We Energies
	12	Integrays Business Support
	13	U.S. Fish and Wildlife Service
	14	Milwaukee Metropolitan Sewerage District
	15	Milwaukee Metropolitan Sewerage District
	16	MMSD
	17	Forest County Potawatomi Community

LRE	18	Minnesota Pollution Control Agency
	19	City of Lansing Dept. of Public Service
	20	Macomb County Public Works
	21	Waukesha Water Utility
	22	City of Fort Wayne, Indiana
	23	City of Eaton Rapids
	24	elkhart river restoration association
	25	City of De Pere
	26	Hamburg Township, Michigan USA
	27	Mecosta County
	28	Village of Sebewaing
	29	Cloverland Electric Cooperative
	30	Northwestern Michigan College
	31	Brown County Port and Resource Recovery Department
	32	MN Dept. of Natural Resources
	33	Michigan Department of Natural Resources
	34	Holland Board of Public Works
	35	state of Michigan
	36	Wisconsin Dept. Natura Resources
	37	State of Michigan
	38	Dock 63 Inc.
	39	Soo Locks Visitors Center Association
	40	Marinette Marine Corporation
	41	Town of La Pointe
	42	Saugatuck-Douglas Convention & Visitors Bureau
	43	USCG Sector Sault Sainte Marie
	44	Berrien County Community Development
	45	Great Lakes Small Harbors Coalition
	46	Chippewa County Emergency Management / 911 Central Dispatch
	47	Lafarge North America
	48	Bluffs on Lake Huron, Condo Association
	49	Village of Lexington
	50	Duluth Seaway Port Authority
	51	Port of Milwaukee
	52	City of South Haven
	53	Lake Carriers Association
	54	Sagibaw river alliance
	55	DHS/CBP
	56	Customs and Border Protection, FM&E, BPFTI, BOMR
	57	OAKLAND COUNTY WATER RESOURCES COMMISSIONER^S OFFICE
LRH	1	City of Pikeville
	2	Cowen Public Service District
	3	Mason County Public Service District
	4	Village of Williamsburg
	5	Kentucky River ADD - Troublesome Creek EA
	6	New River Cinservancy
	7	Fayetteville-Perry Township Regional Sewer District
	8	Eastern Kentucky PRIDE, Inc.
	9	Town of Boone, NC

LRH	10	Lincoln Public Service District
	11	McCreary County Water District
	12	Kanawha County Commission
	13	Logan County Commission
	14	Virginia Department of Transportation
	15	Floyd County Fiscal Court
	16	Muskingum Watershed Conservancy District
	17	Dickenson County, VA
	18	Tuscarawas County
	19	WV Homeland Security State Administrative Agency
	20	Industrial Development Authority of Dickenson County, Virginia
	21	Ohio & Erie Canalway Coalition
	22	Dickenson County Public Schools
	23	McDowell County Schools
	24	Coshocton County Commissioners
	25	Department for Local Government
	26	School Building Authority of WV
	27	Ohio DNR
	28	Huntington Water Ways Association
LRL	1	Southbank Partners Inc.
	2	KY Dep for Env. Protection, - Div. of Water
	3	Indianapolis Department of Public Works
	4	Louisville Jefferson County MSD
	5	City of Indianapolis DPW Engineering
	6	city of anderson, indiana
	7	Louisville Metro Parks and Recreation Department
	8	AEP River Operations, LLC
	9	City Of Shepherdsville
	10	Port of Greater Cincinnati Development Authority
	11	Clark State Community College
	12	The Nature Conservancy
	13	Kentucky Waterways Alliance, Inc.
LRN	1	Tennessee Emergency Management Agency (TEMA)
	2	U.S. Fish & Wildlife Service
	3	U.S.Fish and Wildlife Service
	4	Cumberland River Compact
	5	TN Wildlife Resources Agency
	6	Tennessee Wildlife Resources Agency
	7	City of Cumberland
	8	City of Bristol Tennessee
	9	City of Asheville
	10	City of Lebanon
	11	Williamson County Government
	12	City of Franklin
	13	Metro Water Services
	14	The Nature Conservancy, Tennessee Chapter
	15	River Operations
	16	Ingram Barge Company
	17	Tennessee River Valley Association

LRN	18	KY DEPT. OF FISH & WILDLIFE RESOURCES
	19	Tennessee Wildlife Resources Agency
	20	Tennessee Department of Transportation
	21	Harlan County Fiscal Court
	22	Tennessee Duck River Agency
	23	City of Murfreesboro Parks and Recreation Department
	24	TVA
	25	Tennessee Valley Authority
	26	Tennessee Department of Transportation
	27	City of Crossville, TN
LRP	1	Portage County Water Resources Department
	2	Parks Township
	3	Canonsburg Lake Restoration & Improvement Committee
	4	Western Pennsylvania Conservancy
	5	Department of Environmental Protection
	6	City of Campbell
	7	mahoning county commissioners/sanitary engineering department
	8	City of Washington
	9	Town of Worthington
	10	Fairchance Borough
	11	Somerset Planning & Engineering Services, LLC
	12	Laurel Highlands Outdoor Center
	13	German Township Sewer Authority
	14	PWSA
	15	Chartiers Valley District Flood Control Authority
	16	Southwestern Pa Commission
	17	Mahoning Creek Hydroelectric Company, LLC
	18	Rye Development
	19	Berlin Lake Association
	20	BRIDGEVILLE BOROUGH
	21	Allegheny River Development Corporation (ARDC)
	22	MUNICIPAL AUTHORITY OF WESTMORELAND COUNTY
MVK	1	MEMA
	2	Town of Richton
	3	City of Biloxi
	4	City
	5	City of Macon
	6	Cook Coggin Engineers, Inc.
	7	Jackson County Utility Authority
	8	City of Columbus
	9	City of Ocean Springs, MS
	10	Pearl River County
	11	City of Greenwood
	12	Digital Engineering
	13	Government
	14	West Rankin Utility Authority
	15	Pearl River Basin Development District
	16	Rapides Area Planning Commission
	17	MS Dept. of Wildlife, Fisheries & Parks

MVK	18	USFWS
	19	Mississippi Department of Environmental Qual
	20	Mississippi Department of Wildlife, Fisheries, & Parks
	21	US Fish & Wildlife Service
	22	City of Vicksburg
	23	Fish and Wildlife Service
	24	Yazoo-MS Delta Levee Board
	25	Rankin-Hinds Pearl River Flood and Drainage Control District
	26	Concordia Parish Police Jury
	27	Southeast Arkansas Levee District
	28	Fifth La Levee District
	29	Mississippi Levee Board
	30	Fifth La Levee District
	31	FEMA Region 6
	32	Waggoner Engineering, Inc.
	33	southeast Arkansas Levee District
	34	Tensas Basin Levee District
	35	Bayou Meto Water Management District
	36	Boeuf-Tensas Water Project
	37	Bayou Meto Water Management District
	38	Ark. Natural Resources Commission
	39	Arkansas Waterways Commission
	40	Red River Valley Association
	41	Red River Waterway Commission
	42	Lake Providence Port Commission/Vidalia Port Commission
	43	Chicot Desha Metropolitan Port Authority
	44	Port of Greenville
	45	Warren County Port Commission
	46	Rosedale-Bolivar County Port Commission
	47	Arkansas Red River Commission
	48	Ouachita River Valley Association
	49	frye magee llc
	50	Concessionaire
	51	US Corp of Engineers
	52	AR State Parks
	53	Town of Coldwater
	54	Grenada lake champion
	55	Oxford-Lafayette County EDF and Chamber of Commerce
	56	Arkansas State Parks
	57	Ouachita River Water District
	58	Mid-Arkansas Water Alliance
	59	City of Hot Springs AR
MVM	1	Yazoo-Mississippi Delta Levee Board
	2	dyer county levee and drainage
	3	The Nature Conservancy
	4	West Tennessee River Basin Authority
	5	Alexander County, IL
	6	Drainage District 7
	7	City of Horn Lake,MS

MVM	8	St Francis Levee District of Missouri
	9	The Nature Conservancy
	10	State of Arkansas, ANRC
	11	The Little River Drainage District
	12	Cache River Bayou DeView Improvement District
	13	DD#16 Mississippi County Arkansas
	14	City of Millington
	15	Shelby County Government
	16	NAVFAC SE PWD Mid-South
	17	COUNTY GOV.
	18	Helena-West Helena/Phillips County Port Authority
	19	Arkansas Waterways Commission
	20	Fulton County Levee Board
	21	City of New Madrid
	22	Hickman Fulton County Riverport Authority
	23	New Madrid County Port Authority
	24	Pemiscot County Port Authority
	25	Port of Memphis
	26	USFWS
	27	City of Germantown
	28	City of Southaven
	29	City of Jonesboro, Arkansas
	30	DeSoto County Economic Development Council
	31	DeSoto County Regional Utility Authority
	32	Bayou Meto Water Management District
	33	Bayou Meto Water Management District
MVN	1	Louisiana Coastal Protection and Restoration Authority
	2	St. Tammany Parish
	3	Louisiana Coastal Protection and Restoration Authority
	4	The Water Institute of the Gulf
	5	Jefferson Parish
	6	FWS
	7	Big River Coalition
	8	CPRA
	9	Louisiana Coastal Protection and Restoration Authority
	10	The Nature Conservancy
	11	CPRA
	12	Plaquemines Parish Government
	13	NOAA NMFS
	14	Terrebonne Parish Consolidated Government
	15	Year
	16	CPRA
	17	Barataria-Terrebonne National Estuary Prog.
	18	U.S. Fish and Wildlife Service
	19	US Fish and Wildlife Service
	20	USDA-NRCS
	21	USGS
	22	Manchac Consulting Group LLC
	23	Manchac/Plaquemines Parish Government

MVN	24	Manchac Consulting Group LLC
	25	ARCADIS US
	26	Lafourche Parish Government
	27	GCR Inc.
	28	ARCADIS
	29	ARCADIS US Inc.
	30	ARCADIS U.S., Inc.
	31	East Jefferson Levee District
	32	Beauregard Parish Police Jury
	33	Orleans Levee District
	34	East Jefferson Levee District
	35	CPRA
	36	Coastal Protection and Restoration Authority
	37	Lake Borgne Basin Levee District
	38	Town of Grand Isle
	39	Louisiana Department of Transportation and Development
	40	Morgan City
	41	Louisiana Department of Natural Resources / OCM
	42	St. Mary Levee District
	43	St. Mary Parish Government
	44	Plaquemines Parish Government
	45	St. Mary Levee District
	46	St. Mary Parish Government
	47	Town of Berwick, LA
	48	Amite River Basin Drainage and Water Conservation District
	49	Pontchartrain Levee District
	50	Atchafalaya Basin Levee District
	51	Pontchartrain Levee District
	52	Iberville Parish Council
	53	Rapides Area Planning Commission
	54	City of St. Martinville
	55	Acadia Parish Police Jury
	56	City of Carencro
	57	City of DeQuincy
	58	Livingston Parish Permit Office
	59	City of ville Platte
	60	City of Jeanerette
	61	St. Martin Parish Government
	62	Vermilion Parish Police Jury
	63	City of Crowley
	64	City of Zachary
	65	City of Lake Charles
	66	Avoyelles Parish Police Jury / Permit Office
	67	City of Central
	68	City of Broussard
	69	West Feliciana parish public Works
	70	Allen Parish Police Jury
	71	Vernon Parish Police Jury
	72	City of New Iberia

MVN	73	Tangipahoa Parish Government
	74	Avoyelles Parish Police Jury
	75	Tangipahoa Parish Government
	76	CPRA
	77	ST TAMMANY PARISH GOVERNMENT
	78	City of Thibodaux
	79	City of Bogalusa, Public Works Department
	80	City of Baton Rouge
	81	St. James Parish Government
	82	Pontchartrain Levee District
	83	City of Hammond
	84	town of kentwood la
	85	Tangipahoa Parish Government
	86	JEFFERSON DAVIS PARISH POLICE JURY
	87	West Feliciana Parish
	88	St. Landry Parish Government
	89	City of Eunice
	90	Evangeline Parish Police Jury
	91	St. John the Baptist Parish
	92	S& W B of New Orleans
	93	St Tammany Parish Engineering
	94	Jeferson parsih La.
	95	LA. DEPART. OF CORRECTIONS - LA. STATE PENITENTIARY
	96	Wax Lake East Drainage District
	97	CPRA
	98	Louisiana Hydroelectric
	99	Ingram Barge
	100	U.S. Coast Guard
	101	Red River Valley Association
	102	Marine Fueling Service, Inc
	103	LUHR BROS., INC
	104	Red River Waterway Commission
	105	Bunge
	106	Fifth La Levee District
	107	Teche-Vermilion Fresh Water District
	108	vermilion parish
	109	Port of South Louisiana
	110	Lake Charles LNG Company
	111	Moran Shipping Agencies
	112	Port of New Orleans
	113	United States Coast Guard
	114	USCG
	115	MNSA
	116	Bar Pilots
	117	USCG
	118	Associated Federal Pilots of Louisiana
	119	Cameron LNG
	120	CITGO Petroleum Corp
	121	Morgan City Harbor and Terminal District

MVN	122	Calcasieu Parish Police Jury
	123	Abbeville Harbor and Terminal District
	124	Lake Charles Harbor and Terminal District
	125	lake charles pilots
	126	attorney
	127	Gulf Intracoastal Canal Association
	128	ascension parish government
MVP	1	Upper Minnesota River Watershed District
	2	City of Minnewaukan
	3	Mille Lacs Corporate Ventures
	4	Wisconsin Emergency Management
	5	Minnesota Department of Natural Resources
	6	US Fish & Wildlife Service
	7	University of Minnesota
	8	MN DNR
	9	IA DNR
	10	Wisconsin Department of Natural Resources
	11	MN DNR
	12	City of Newport
	13	MN Dept of Natural Resources
	14	NOAA/National Weather Service, Chanhassen MN
	15	FEMA
	16	City of Roseau
	17	City of Grafton
	18	ND State Water Commission
	19	City of Moorhead MN
	20	City of Fargo
	21	City of Moorhead MN
	22	North Dakota Dept of Health, Division of Water Qual
	23	MnDNR
	24	North Dakota Game & Fish Department
	25	Souris River Joint Board
	26	Minnesota DNR
	27	Cass County, ND
	28	City of Fargo
	29	FM Diversion Board Member
	30	City of Roseau
	31	City of Stillwater
	32	City of Minot
	33	Wisconsin DNR
	34	Upper Mississippi Waterway Association
	35	American River Transportation Co LLC (ARTCo)
	36	Upper River Services / RIAC
	37	Fraser Shipyards, Inc.
MVR	1	Crane Creek Drainage & Levee District
	2	Beardstown Regional Flood Prevention District, Hager Slough drainage Lost Creek Drainage Clear lake
	3	Mississippi Fox Levee District #2
	4	Hanson Material Service
	5	Ottawa Township High School

MVR	6	South Quincy Drainage and Levee District
	7	Coal Creek Drainage and Levee District
	8	Klingner & Associates, P.C.
	9	The Nature Conservancy
	10	Iowa DNR
	11	Illinois Natural History Survey, University of Illinois
	12	IA DNR
	13	Iowa DNR
	14	USFWS
	15	USGS
	16	Caterpillar, Inc.
	17	American Rivers
	18	USFWS
	19	U.S. Fish and Wildlife Service
	20	Marion County Conservation Board
	21	Iowa Department of Natural Resources
	22	GREGORY DRAINAGE DISTRICT
	23	City of Muscatine
	24	City of Cedar Falls, IA
	25	USDA-FSA
	26	City of Davenport
	27	City of Cedar Rapids
	28	Missouri River Energy Services
	29	Iowa Dept. of Transportation
	30	NRCS
	31	East Central Iowa Council of Governments
	32	Upper Mississippi River Basin Association
	33	Illinois Soybean Association
	34	City Council
	35	American River Transportation Co LLC (ARTCo)
	36	Marquette Transportation Co Chairman River Industry Action Committee
	37	US Fish and Wildlife Service
	38	Wisconsin DNR
	39	Iowa DNR
MVS	1	MDC
	2	Missouri Department of Conservation
	3	USFWS
	4	Illinois Department of Natural Resources
	5	IDNR Mississippi River F&W Area
	6	MO Dept. of Conservation
	7	USFWS
	8	US Fish and Wildlife Service
	9	US Fish and Wildlife Service
	10	Alton Regional CVB
	11	U.S. Fish & Wildlife Service
	12	The Audubon Center at Riverlands
	13	National Great Rivers Research and Education Center
	14	IDNR
	15	NEMO River Valley Chapter, Show-Me MO Back Country Horsemen

MVS	16	Il. Dept. of Natural Resources
	17	Monroe City Chapt Whitetails
	18	IDNR
	19	Illinois Department of Natural Resources
	20	Forest Council, National Wild Turkey Federation
	21	Missouri Department of Conservation
	22	United States Environmental Protection Agency
	23	Missouri Department of Natural Resources
	24	US EPA
	25	Missouri Department of Natural Resources
	26	Monarch-Chesterfield Levee District
	27	City of Valley Park
	28	City of Valley Park, Missouri
	29	Metro East Sanitary District
	30	Bois brule levee & drainage dist
	31	Great Rivers Land Trust
	32	Festus/Crystal City Levee Operations and Maintenance Commission
	33	wood river drainage and levee dist
	34	BNSF Railway
	35	Consolidated North County Levee District
	36	Southwestern Illinois Flood Prevention District Council
	37	wood river drainage & levee district
	38	City of Cape Girardeau, Mo
	39	AMERICA'S CENTRAL PORT
	40	IEMA
	41	Lincoln County Emergency Management
	42	St. Charles County Community Development Dept
	43	City of Brentwood
	44	Big Swan Drainage District
	45	Hillview Drainage
	46	Southwestern Power Administration
	47	Northeast Missouri Electric Power Cooperative
	48	Madison County
	49	FRANKLIN COUNTY SHERIFF'S OFFICE
	50	Lake Volunteers Association
	51	LANGE-STEGMANN COMPANY
	52	Kirby Inland Marine
	53	U.S. Coast Guard - Marine Safety Unit Paducah
	54	USCG Paducah
	55	IRCA
	56	Jefferson County Port Authority
	57	US Coast Guard
	58	US Coast Guard
	59	Southern Illinois Transfer, Inc.
	60	Marquette Transportation
	61	Artco
	62	Blackjack Marina
	63	Lithia Springs Marina, Inc
	64	idnr

MVS	65	Indian Creek Development Corp
	66	Mark Twain Lake Visitors Educational Resource Center Committee
	67	National Park Service
	68	BARRETT'S RESORT AND MARINA
	69	Trails for Illinois
	70	Sundowner Marine
	71	Mark Twain Regional Council of Governments
	72	Benton/West City EDC
	73	Stakeholder/media consult
	74	Franklin County Board
	75	Hannibal FFA
	76	Tri city Commission
	77	Sullivan Marina and Campground
	78	Shelby County Tourism/Lake Shelbyville Area CVB
	79	Missouri Department of Natural Resources
	80	MO State Parks, Lake Wappapello State Park
	81	MO State Parks, Lake Wappapello State Park
	82	MO State Parks, Lake Wappapello State Park
	83	Central Illinois Mountain Bicycling Association
	84	City of Carlyle
	85	Mark Twain Regional Council of Governments
	86	Northeast Power
	87	Muskie
	88	Tradewinds Marina
	89	Tradewinds Marina
	90	KFE LLC
	91	Illinois Dept of Natural Resources
	92	Mark Twain Lake Chamber of Commerce
	93	Rend Lake Marina
	94	Benton-West City Chamber of Commerce
	95	General Dacey Trail
	96	Metropolitan St. Louis Sewer District
	97	Clarence Cannon Wholesale Water Commission
NAB	1	National Park Service
	2	The EADS Group, Inc.
	3	Maryland Department of Natural Resources
	4	Maryland Department of the Environment
	5	MD Dept. of Natural Resources
	6	Luzerne County Flood Protection Authority
	7	Borough Of Athens
	8	City of Scranton PA
	9	Maryland Department of Natural Resources
	10	Borough of Sayre
	11	Borough of Danville
	12	NYS DEC
	13	PA DEP
	14	FEMA Region III
	15	Borough Government
	16	FEMA Region III

NAB	17	Susquehanna River Basin Commission
	18	Maryland Port Administration
	19	ST. MARY^S COUNTY DEPT. OF PUBLIC WORKS AND TRANSPORTATION
	20	Wicomico County Public Works
	21	WORCESTER COUNTY , MD
	22	Stafford County, Virginia
	23	Virginia Department of Transportation
NAE	1	Town of Barnstable
	2	The Nature Conservancy
	3	Town of Milford
	4	Town of Westerly
	5	CTDEEP-OLISP
	6	City of Middletown
	7	Town of Salisbury, MA
	8	New Hampshire Coastal Program
	9	NH Port Authority
	10	State of Connecticut Department of Transportation
	11	U.S. Coast Guard
	12	Town of Wethersfield & State of Connecticut
	13	Town of Nantucket
	14	New Haven Port Authority
	15	Town of Yarmouth, Maine
	16	Town and County of Nantucket
	17	Massport
	18	CBP
NAN	1	NYC Department of Transportation
	2	NYC Emergency Management
	3	NYS DHSES Office of Emergency Management
	4	The Port Authority of NY & NJ
	5	New York City Department of Parks & Restoration
	6	NYSDEC
	7	Lake Champlain Basin Program
	8	NJDEP
	9	Town of Greenwich Dept. of Public Works
	10	NYSDEC
	11	Somerset County
	12	Mayors Council Rahway River Watershed Flood Control
	13	NJ DEP Bureau of Coastal Engineering
	14	Borough of Bound Brook
	15	City of Montpelier, Vermont
	16	Town of Brookhaven
	17	GREEN BROOK FLOOD CONTROL COMMISSION
	18	Village of West Hampton Dunes
	19	FEMA
	20	The Port Authority of New York 7 new Jersey
	21	NJDEP
	22	NYC Department of Parks & Recreation
	23	New York City- Department of Environmental Protection
	24	Port Authority of NY & NJ

NAO	1	Virginia Department of Emergenc Management
	2	MeadWestvaco Corporation
	3	City of Norfolk
	4	City of Virginia Beach
	5	Rappahannock River Basin Commission
	6	Virginia Marine Resources Commission
	7	Great Dismal Swamp NWR
	8	Dismal Swamp Canal Welcome Center
	9	U. S. Coast Guard Civil Engineering Unit Cleveland
	10	County of Accomack
	11	National Park Service, Denver Service Center
	12	City of Richmond
	13	Town of Chincoteague Inc.
	14	Virginia Pilot Association
	15	Virginia Maritime Association
	16	Town of Wachapreague
	17	U.S. Coast Guard
	18	Town of Cape Charles
	19	Accomack County
	20	Transportation
	21	Southern Environmental Law Center
NAP	1	Philadelphia Water Department
	2	Philadelphia Water Department
	3	DuPont Corporate Remediation Group
	4	Partnership for the Delaware Estuary
	5	BRS, Inc.
	6	NJ DEP Bureau of Coastal Engineering
	7	NJDEP
	8	DE DNREC
	9	Philadelphia Regional Port Authority
	10	Diamond State Port Corporation
	11	Waste Management of Pennsylvania, Inc.
	12	Delaware River and Bay Lighthouse Foundaion
	13	Redevelopment Authority of the County of Bucks
	14	PA DCNR Bureau of State Parks
	15	Lehigh River Outfitters Association
NWK	1	Iowa Department of Natural Resources
	2	City of Kansas City, Missouri
	3	Iowa Dept of Natural Resources
	4	US Fish & Wildlife Service
	5	Missouri Department of Cosnervation
	6	Missouri Dept. Conservation
	7	Missouri Department of Conservation
	8	Missouri Department of Conservation
	9	KDWPT
	10	MO Department of Conservation
	11	Ecotone Forestry LLC
	12	Kansas Dept. of Wildlife, Parks, and Tourism
	13	Unified Government

NWK	14	City of Kansas City, Missouri
	15	City of Kansas City, Missouri
	16	City of Kansas City, Missouri
	17	City of Kansas City, Missouri
	18	Clay & Bailey Mfg. Co.
	19	Livers Bronze Co
	20	cfm Distributors, Inc. / Historic West Bottoms / Kansas City Industrial Council
	21	City of Manhattan, Kansas
	22	Fairfax Drainage District
	23	Kaw Valley Drainage District
	24	City of Manhattan
	25	Kansas Dept. of Agriculture
	26	City of St. Joseph
	27	City of Kansas City, Missouri
	28	Mid-America Regional Council (MARC)
	29	Kansas Water Office
	30	Missouri Department of Transportation
	31	Clinton Marina, Inc.
	32	Directorate of Morale, Welfare and Recreation Fort Riley
	33	City of Warsaw
	34	SCF, S.T.I.C, NEAT,
	35	MISSOURI STATE HIGHWAY PATROL
	36	Hermitage R-IV Schools
	37	Osage County Economic Development
	38	State of Missouri, Department of Natural Resources, Water Resources
	39	Tri-State Water Resource Coalition
NWO	1	Urban Drainage and Flood Control District
	2	West Great Falls Flood Control & Drainage District
	3	City of Ida Grove
	4	City of Sturgis
	5	City of Hamburg Iowa
	6	Iowa Department of Homeland Security and Emergency Management
	7	FEMA
	8	City of Clarkson, Nebraska
	9	Lower Platte South NRD
	10	Nebraska Emergency Management Agency
	11	Little Sioux Drainage District
	12	Wyoming Office of Homeland Security
	13	City of Hawarden
	14	State of Montana, Dept of Military Affairs, DES Division
	15	City of Council Bluffs IA , Drainage District #22,#32,#35
	16	Woodbury County
	17	L594
	18	McKissicks Island
	19	Montana Disaster & Emergency Services Division -DMA
	20	South Dakota Office of Emergency Management
	21	Nebraska Emergency Management Agency
	22	NDDDES
	23	City of Sheridan, WY

NWO	24	Lower Platte North NRD
	25	Iowa Department of Natural Resources
	26	Iowa Dept. of Natural Resources
	27	Nebraska Game and Parks Commission
	28	Village of Niobrara
	29	Boulder County Parks and Open Space
	30	Boulder County Parks & Open Space
	31	Montana Area Office, Bureau of Reclamation
	32	Lower Platte River Corridor Alliance
	33	Papio-Missouri River NRD
	34	City of Sioux Falls
	35	Lower Elkhorn NRD
	36	City of Arvada
	37	Lake County
	38	City of Randolph
	39	platte county, nebraska
	40	City of Greeley
	41	Iowa Department of Natural Resources
	42	Western States Power Corporation
	43	Nebraska Game & Parks Commission
	44	City of Beulah
	45	Montana Bureau of Land Management
	46	Nuclear Regulatory Commission
	47	Transportation Security Administration
	48	USDI, Bureau of Land Management
	49	Colorado Parks and Wildlife
	50	Colorado Department of Law
NWP	1	City of Portland
	2	Columbia River Inter-Tribal Fish Commission
	3	City of Portland
	4	Willamette Action Team for Ecosystem Restoration Participant
	5	Oregon Water Resources Department
	6	Oregon Water Resources Department
	7	ODFW
	8	FEMA
	9	Consolidated Diking Improvement District No. 1 of Cowlitz County, WA
	10	Consolidated Diking District No. 2
	11	Multnomah County Drainage District
	12	Bonneville Power Administration
	13	Bonneville Power Administration
	14	Oregon Department of Environmental Quality
	15	Washington State Dept of Ecology
	16	U.S. EPA Region 10
	17	Port of Portland
	18	Port of Kalama
	19	Port of Gold Beach
	20	us coast guard
	21	us coast guard
	22	us coast guard

NWP	23	Port of Port Orford
	24	Port of Bandon
	25	Port of Newport
	26	Port of Toledo
	27	Port of Umpqua
	28	City of Depoe Bay, Oregon
	29	Port of Chinook
	30	City of Warrenton
	31	Columbia River Bar Pilots
	32	Washington State Department of Ecology
	33	Port of Kalama
	34	Oregon Water Resources Department
NWS	1	City of Yakima
	2	Okanogan County Public Works
	3	King County River and Floodplain Management Section
	4	Kittitas County Public Works
	5	Meadowhurst draing dist 1
	6	Pierce County PWU, Surface Water Management
	7	Skagit County Public Works
	8	Shoshone County
	9	Skagit County Dike District 17
	10	City of Everett /DD-5
	11	City of Everson
	12	Skagit County Dike District No.12
	13	City of Omak
	14	City of Pacific
	15	Skagit County Diking District #3
	16	City of Ellensburg
	17	Missoula County Government
	18	Snohomish County
	19	Lewis County
	20	Deming Diking District #2 Whatcom County Wa
	21	City of Orting
	22	Idaho Bureau of Homeland Security
	23	Bitter Root Irrigation District
	24	Washington State Department of Natural Resources
	25	City of Burien, Washington
	26	King County
	27	City of Kent
	28	Yakima County
	29	Mason County
	30	Puyallup Tribe Fisheries
	31	Colville Tribes
	32	King County
	33	King County Water & Land Resources Division
	34	City of Auburn, WA
	35	Town of Belt
	36	Fernwood Water and Sewer District
	37	City of White Sulphur Springs

NWS	38	Pierce County
	39	Port of Seattle
	40	Port of Everett
	41	Port of Skagit
	42	Port of Grays Harbor
	43	Port of Seattle
	44	Washington State Department of Ecology
	45	Pacific Northwest Waterways Association (PNWA)
	46	USCG District 13
	47	Washington State Dept of Ecology
NWW	1	Walla Walla Basin Watershed Council
	2	City of Emmett public Works Departmenmt
	3	U.S. Fish and Wildlife Service
	4	Idaho Bureau of Homeland Security
	5	Whitman County Emergency Management
	6	Washington State Emergency Management Division
	7	Columbia County DEM
	8	Walla Walla Board of County Commissioners
	9	CLEARWATER COUNTY SHERIFF^S OFFICE
	10	Nez Perce County
	11	Idaho Bureau of Homeland Security
	12	Teton County Wyoming
	13	Teton Conservation District
	14	port of kennewick
	15	USFWS
	16	NOAA Fisheries
	17	U.S. Fish and Wildlife Service
	18	National Marine Fisheries Service
	19	WASHINGTON DEPARTMENT OF FISH AND WILDLIFE
	20	US EPA
	21	Confederated Tribes of the Umatilla Indian Reservation
	22	NMFS
	23	Idaho Department of Fish and Game
	24	Bonneville Power Administration
	25	FWS/NPT
	26	CTUIR
	27	Nez Perce Tribe
	28	Payette County Road and Bridge
	29	Lemhi county
	30	City of Vale
	31	City of Colfax
	32	City of Pomeroy
	33	City of Horseshoe Bend
	34	City fo Connell
	35	National Weather Service
	36	National Weather Service Pocatello
	37	Idaho Bureau Homeland Security
	38	FEMA Region X
	39	Idaho Bureau of Homeland Security

NWW	40	Bonniville Power Administration
	41	Lucky Peak Power Plant Project
	42	USDA Forest Service
	43	Idaho Department of Environmental Qual
	44	Washington State Department of Ecology
	45	Shaver Transportation Company
	46	Lindblad Expeditions
	47	Pacific Northwest Waterways Association
	48	USDA, Boise National Forest
	49	AMRP
	50	Dept. of Energy Richland Operations Office
	51	Department of Energy
	52	DOE, Richland Operations Office
	53	AMTF
	54	Washington Department of Ecology
	55	Boise City Parks & Recreation
	56	Ada County Emergency Management
	57	Sundown Estates Dock Association 4-5-6
	58	Klaveano Ranches, Inc.
	59	Oregon Department of Transportation
	60	Agrium US Inc - KFO
	61	PRIVATE HOME OWNER
	62	USDA
	63	Port of Walla Walla
	64	City of Grangeville, Idaho
	65	U.S. Fish and Wildlife Service
	66	City of Pasco
	67	Washington State Parks & Recreation Commission
	68	City of Kennewick
	69	National MS Society
	70	Boise Parks & Recreation Adaptive Recreation Program
	71	Orofino Show and Shine Planning Committee
	72	Idaho Department of Parks and Recreation/Hells Gate State Park
	73	LCSC Athletics
	74	Public Land Access Year-round (PLAY)
	75	Blue Mountain Endurance
	76	Blue Mountain Heart to Heart
	77	Gem State Disc Golfers
	78	XTERRA Les Bois
	79	Rocky Canyon Sailtoads
POA	1	Alaska Division of Homeland Security and Emergency Management
	2	Chinik Eskimo Community
	3	Kawerak, Inc.
	4	Newtok tradition council
	5	City of Dillingham
	6	Denali Commission
	7	McKinnon & Associates, LLC
	8	City and Borough of Sitka
	9	City & Borough of Juneau

POA	10	Port of Anchorage
	11	Alaska DOT&PF
	12	City of Port Lions
	13	City of Valdez, Alaska
	14	City of Nome
	15	City of Dillingham Alaska
	16	Alutiiq Tribe of Old Harbor/City of Old Harbor
	17	City of Homer Port and Harbor
	18	City of Bethel
	19	Fairbanks North Star Borough Parks and Recreation
	20	Fairbanks North Star Borough
POH	21	Buckland City Council
	1	USCG Sector Honolulu
	2	Hawaii Emergency Management Agency
	3	County of Maui
	4	Office of the Governor, Government of Guam
	5	National Marine Fisheries, Pacific Islands Regional Office
	6	U.S. Fish and Wildlife Service
	7	EPA
	8	county of hawaii, public works
	9	Commonwealth Ports Authority
	10	DOT Harbors Division
	11	Hawaii Department of Agriculture
	12	Office of Insular Affairs, Department of the Interior
SAC	13	US DOT - FHWA
	1	SCEMD
	2	South Carolina DNR
	3	U.S. Fish and Wildlife Service
	4	SCDNR
	5	South Carolina Department of Natural Resources
	6	South Carolina Dept. of Natural Resources
	7	Town of Edisto Beach
	8	Santee Cooper
	9	County of Dorchester, South Carolina
	10	U.S. Fish and Wildlife Service
	11	SCDHEC
	12	US EPA Region 4
	13	SC Department of Archives & History
	14	South Carolina Ports Authority
	15	HORRY COUNTY
	16	628 CES/CENP Joint Base Charleston
	17	harbor pilot
	18	Maritime Association of South Carolina
SAJ	19	Orangeburg County
	1	St. Johns River Water Management District
	2	USFWS
	3	Florida Fish and Wildlife Conservation Commission
	4	Florida Department of Environmental Protection
	5	Pinellas County

SAJ	6	Lee County, FL
	7	Miami-Dadde County DERM
	8	City of Jacksonville, FL.
	9	St. Johns County
	10	City of Sarasota
	11	Olsen Associates, Inc.
	12	Port Tampa Bay- Tampa Port Authority
	13	County of Volusia
	14	Town of Palm Beach
	15	Jacksonville Port Authority
	16	South Florida Water Managment
SAM	1	Mississippi Department of Marine Resources
	2	Cobb County Water Ssystem
	3	uptown columbus
	4	Gulf Islands National Seashore
	5	City of Gainesville
	6	Jackson County Board of Suervisors
	7	Harrison County Sand Beach
	8	Long Beach Water Management District
	9	Mississippi department of marine resources
	10	City of Bay St Louis
	11	Seahaven Consulting obo Walton County, FL
	12	Tombigbee River Valley Water Management District
	13	City of Pascagoula
	14	Tombigbee River Valley Water Management District
	15	Southeastern Power Administration
	16	Jackson Count Port Authority
	17	Alabama State Port Authority
	18	City of Bayou La Batre
	19	Mobile County Commission
	20	Port St Joe Port Authority
	21	Gulf Intracoastal Canal Association
	22	Mississippi State Port Authority
	23	Tri Rivers Waterway Development Assoc.
	24	Warrior Tombigbee Waterway Association
	25	Coosa-Alabama River Improvement Association
	26	Tennessee-Tombigbee Waterway Development Authority & Council
	27	Alabama State Port Authority
	28	Friends of Lake Eufaula
	29	West Point Lake Coalition
	30	West Point Lake Coalition
	31	DeKalb County
	32	City of Atlanta
	33	Jackson County Utility Authority
SAS	1	Georgia Emergency Management Agency Homeland Security
	2	NOAA Fisheries
	3	GA DNR
	4	Georgia Department of Natural Resources/Environmental Protection Division
	5	City of Tybee Island

SAS	6	City of Tybee Island, Georgia
	7	Southeastern Power Administration (SEPA)
	8	Georgia Department of Natural Resources
	9	Hart County Georgia County Government
	10	Lake Hartwell Association
	11	Friends of the Savannah River Basin
	12	Georgia Department of Transportation
	13	Georgia Ports Authority
	14	Georgia Ports Authority
	15	Georgia Department of Transportation
	16	Georgia Ports Authority
	17	Savannah Maritime Association
	18	Georgia Ports Authority
	19	Satilla Riverkeeper
	20	Liberty County Fire service
	21	Bryan County Emergency Services
	22	Glynn County EMA
	23	Jasper Port Office
	24	City of Valdosta
	25	Augusta Planning & Development
	26	Georgia Department of Natural Resources
	27	Oconee County
	28	Anderson County
	29	S.C. State Parks
	30	Athens SORBA
SAW	1	Town of Carolina Beach
	2	Southeastern Power Administration (SEPA)
	3	Dominion Generation
	4	NCDOT -Ferry Division
	5	Mecklenburg County
	6	Pasquotank County
	7	Virginia Department of Transportation
SPA	1	City of Las Cruces
	2	Pueblo of Acoma
	3	New Mexico Interstate Stream Commission
	4	City of Alamogordo
	5	Cochiti Pueblo
	6	Pueblo de Cochiti
SPK	1	CA Tahoe Conservancy
	2	California Tahoe Conservancy
	3	USFWS
	4	California Tahoe Conservancy
	5	Marysville Levee Commission
	6	Glenn Colusa Irrigation District
	7	CA Department of Water Resources
	8	MBK Engineers, Marysville Levee District
	9	SAFCA
	10	Sacramento Area Flood Control Agency
	11	Napa County Flood Control and Water Conservation District

SPK	12	CA DWR DFM FOB
	13	California Tahoe Conservancy
	14	Truckee River Flood Management Authority
	15	CA Department of Water Resources
	16	DWR
	17	Central Valley Flood Protection Board (CVFPB)
	18	California Department of Water Resources
	19	Yuba County Water Agency
	20	DWR
	21	California Department of Water Resources
	22	Utah State Division of Emergency Management
	23	Department of Water Resources, Integrated Water Management
	24	Bureau of Reclamation
	25	Reclamation District # 2140
	26	USCG
	27	City of Bakersfield
	28	City of Bakersfield Water Resources
	29	USFS
	30	Tule River Association
SPL	1	County of San Diego
	2	City of Long Beach Harbor Department - Port of Long Beach
	3	City of Los Angeles
	4	Arizona Department of Emergency and Military Affairs
	5	County of San Diego Office of Emergency Services
	6	Los Angeles Housing + Community Investment Department (HCIDLA)
	7	LACDPW
	8	Nevada Public Safety / Emergency Management
	9	NOAA, National Weather Service
	10	Big Bear Municipal Water District
	11	Orange County Water District
	12	Ventura County Watershed Protection District
	13	California Department of Fish and Wildlife
	14	County of Orange
	15	Augustine Band of Cahuilla Indians
	16	City of Phoenix
	17	Las Vegas Valley Water District
	18	City of Temecula
	19	Pima County
	20	Pima County Regional Flood Control District
	21	California State Parks
	22	San Bernardino Valley Municipal Water District
	23	City of Pismo Beach
	24	Riverside County Flood Control and Water Conservation District
	25	California Natural Resources Agency
	26	City of Thousand Oaks
	27	Navajo County
	28	City of Encinitas
	29	The Hopi Tribe
	30	OC Public Works

SPL	31	Arizona Department of Water Resources
	32	county of san diego
	33	BEACON
	34	San Bernardino County Flood Control District
	35	Port of Los Angeles
	36	Port of Long Beach
	37	City of Long Beach
	38	Oxnard Harbor District
	39	Port San Luis Harbor District
	40	City of Morro Bay
	41	County of Los Angeles Department of Beaches and Harbors
	42	City of Redondo Beach
	43	County of Ventura, Channel Islands Harbor
	44	Ventura Port District
	45	City of Santa Barbara
	46	Torres Martinez Desert Cahuilla Indians
	47	U.S. Fish and Wildlife Service, Ventura Fish and Wildlife Office
	48	U.S. Fish and Wildlife Service
	49	Regional Water Qual Control Board, Los Angeles Region
	50	Cambria Community Services District
	51	Castaic Lake Water Agency
	52	Bucknam & Associates Inc.
	53	Eastern Municipal Water District
	54	County of San Diego
SPN	1	CA Dept. of Fish & Wildlife
	2	CDFW
	3	City of Petaluma
	4	Marin County DPW
	5	Santa Clara Valley Water District
	6	Santa Clara Valley Water District
	7	San Francisco Bay Conservation and Development Commission
	8	Santa Clara Valley Water District
	9	Sonoma County Water Agency
	10	us coast guard
	11	Port of San Francisco
	12	Port of San Francisco
	13	San Francisco Bar Pilots
	14	Humboldt Bay Harbor District
	15	Santa Cruz Port District
	16	Noyo Harbor District
	17	City of San Rafael
	18	Chevron Shipping Co.
SWF	1	houston co levee district
	2	San Antonio River Authority
	3	Northeast Texas Municipal Water District
	4	City of Waco
	5	CITY OF LAREDO
	6	Trinity River Vision Authority
	7	Brazos River Authority

SWF	8	City of Dallas
	9	North Central Texas Council of Governments
	10	City of Waco
	11	City of Wharton, Texas
	12	Kaufman County Levee Improvement District No. 1
	13	Southwestern Power Administration
	14	Red River Valley Association
	15	Upper Colorado River Authority
	16	International Paper
	17	Comal County
	18	Tarrant Regional Water District
	19	City of Dallas Water
	20	Heart of Texas Regional Advisory Council (HOTRAC)
	21	WORD of Comal County
	22	Marinas International
	23	Town of Little Elm
	24	City of Lewisville
	25	Deep East Texas Council of Governments & Economic Development District
	26	City of Highland Village
	27	Suntex Marinas
	28	Ennis CVB
	29	Burleson County Texas Government
	30	Sulphur River Basin Authority
	31	Texas Water Development Board
	32	Texas Water Development Board
	33	Canyon Lake Area Chamber
	34	Lower Neches Valley Authority
	35	City of Waco
	36	Upper Trinity Regional Water District
SWG	1	Brownsville Public Utilities Board
	2	Galveston County
	3	Harris County Flood Control District
	4	Brazoria County Drainage District # 4
	5	Matagorda County
	6	Jefferson County Drainage District No. 7
	7	Velaso Drainage District
	8	Velasco Drainage District
	9	International Water and Boundary Commission - US Section
	10	Genearl Land Office
	11	Coastal Resiliency and Recovery
	12	Texas Historical Commission
	13	US Coast Guard
	14	City of Texas City
	15	TCT Railway
	16	Cedar Bayou Navigation District
	17	Port of Houston Authority
	18	Port Isabel-San Benito Navigation Dist
	19	Port Freeport
	20	Port of Corpus Christi Authority

SWG	21	Brazoria County Conservation & Reclamation Dist.3
	22	Sabine neches Navigation Diswtrict
	23	Chambers-Liberty Counties Navigation District
	24	Chambers-Liberty Counties Navigation District
	25	Victoria County Navigation District/Port of Victoria
	26	Port of Brownsville
	27	Port of Beaumont Navigation District of Jefferson County,TX.
	28	PORT OF PORT ARTHUR NAVIGATION DISTRICT
	29	Lower Neches Valley Authority
	30	Calhoun Port Authority
	31	Willacy County Navigation District
	32	Matagorda County Navigation District No. One
	33	Port of Harlingen Authority
	34	Gulf Intracoastal Canal Association
SWL	1	Little Rock Parks and Recreation
	2	City of Russellville
	3	USGS
	4	City of Fort Smith
	5	Southwestern Power Administration
	6	Ark. Natural Resources Commission
	7	City of Joplin
	8	Millwood FOCUS Group
	9	Arkansas Waterways Commission
	10	Red River Valley Association
	11	Little Rock Port Authority
	12	City of Tulsa-Rogers County Port Authority
	13	White River Planning and Development
	14	The City of Augusta
	15	Beaver Lake Foundation
	16	Ozarks Rivers Heritage Foundation
	17	Beaver Water District
	18	Mid-Arkansas Water Alliance
SWT	1	Red River Valley Association
	2	Tulsa County
	3	Southwestern Power Administration
	4	Oklahoma Department of Wildlife Conservation
	5	Oklahoma Water Resources Board
	6	Oklahoma Department of Environmental Qual
	7	Wichita County Water Improvement District No.2
	8	City of Tulsa-Rogers County Port Authority
	9	OAKLEY^S PORT 33
	10	Oklahoma Department of Wildlife Conservation
	11	INCOG
	12	Choctaw Nation of Oklahoma
	13	Chickasaw Nation
	14	Kansas Water Office

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